2006-2007

PLANNING BUDGET AND ACCOUNTABILITY REPORT

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MISSION STATEMENT

The mission of York University is the pursuit, preservation and dissemination of knowledge. We promise excellence in research and teaching in pure, applied and professional fields. We test the boundaries and structures of knowledge. We cultivate the critical intellect.

York University is part of Toronto: we are dynamic, metropolitan and multi-cultural. York University is part of Canada: we encourage bilingual study, we value tolerance and diversity. York University is open to the world: we explore global concerns.

A community of faculty, students and staff committed to academic freedom, social justice, accessible education, and collegial self-governance, York University makes innovation its tradition.

Tentanda Via: the way must be tried.

ÉNONCÉ DE MANDAT

L'Université York a pour mandat d'accroître, de préserver et de diffuser le savoir. Nous nous engageons à ce que la recherche et l'enseignement, qu'ils soient purs, appliqués ou professionnels, se placent à un degré d'excellence élevé. Nous repoussons les limites et les structures du savoir. Nous cultivons le sens critique.

L'Université York partage avec la métropole de Toronto son caractère dynamique et multiculturel. L'Université York partage avec le Canada son encouragement aux études bilingues, son attachement à la tolérance et à la diversité. L'Université York s'ouvre sur le monde et s'interroge sur les grandes préoccupations internationales.

Composée d'enseignants, d'étudiants et de membres du personnel dévoués à la cause de la liberté, de la justice sociale, du libre accès à l'enseignement et de la direction démocratique, l'Université York a fait de l'innovation sa tradition.

Tentanda Via : Ouvrir des voies nouvelles.

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Note: This PBA report is available in pdf format on the Web at www.yorku.ca/president/

President's Message and Report Overview

This 9th annual edition of the University's Planning, Budgeting and Accountability Report (PBA) continues to become more concise by presenting more information in chart form which ensures consistency in numerical reporting from year to year and allows for a more transparent link to the University Academic Plan and other key priorities.

Beginning with the 2005-2006 edition of this report, these changes were made in part because Faculties and several other units will now issue their own annual reports or newsletters. These reports will be directed toward the external community of friends and supporters as well as the internal audience. This data will be consistent with the PBA as the institutional document of record. The PBA changes also reflect the new reporting requirements of the Government of Ontario and therefore some of our data will be contained in our Multi-year Accountability Agreements and reports which will be posted separately on our Web site.

The Year in Brief

The year 2006-2007 was one of transition: transition in our focus on aspects of the UAP, transition to the new President, transition in the emphasis on the student experience. We had some great challenges and successes with the graduate enrollment issues playing a crucially important role in student funding, recruitment, and organizational change, all of which are part of the ramp up in graduate studies at York. The Senate decision to bring the Faculty of Arts and the Atkinson Faculty of Liberal and Professional Studies together to reduce overlaps in courses and ease the road for students in these programs came after extensive consultation and discussion. The work on both these areas will take several years.

The needs of mature and part-time students will be met through the creation of the Atkinson Centre in August 2007 which reflects the new demographics and behaviour of York's students. The needs of Ontario's francophone and Francophile students will continue to be met by the Glendon campus through new programs in both undergraduate and graduate studies.

The unexpected but successful bid for the Ontario Public Archives Building has led to a reconsideration of the built space on campus and coincides very well with the subway extension through the campus to the Vaughan Corporate Centre. The vote by the Board of Governors to complete the colonnade on the south side of the Harry Arthurs Common will raise the comfort and aesthetic levels in that part of campus. The renovation of the ice palace to research space is one of several important steps forward in the research emphasis. With the accreditation of all our engineering programs, the science and engineering parts of York's programs is enhanced.

The colleges are a major part of the focus on student engagements and the revisions to the role of masters, student life leaders and links to the faculties all build to that end.

The new President, who assumed office on July 1, shares York's values and priorities and has worked since to meet York faculty, staff, students, alumni, donors and government contacts. He brings new and focused priorities, consistent with the *University Academic Plan*, which will unfold over the course of the coming year.

Government Relations

There were four major priorities on our agenda with the Government of Ontario in 2006-2007: the subway extension, the funding for students both graduate and undergraduate and therefore capital through the Reaching Higher program, the funding of the Centre of Excellence in Francophone Studies at the Glendon campus and the expansion of the Osgoode Hall Law School buildings. The subway extension continues to move forward with many complexities being resolved through the YUDC expertise, and the operating funding issues remain problematic with government decisions toward access rather than quality. Capital funding depends upon graduate enrolment and so we have had to downsize our plans for capital as a result of not reaching our graduate enrolment objectives.

Two additional issues emerged in the course of the year. The first was the Ontario Public Archives bid which was successfully concluded thanks to the great work of Gary Brewer and his team, and an expansion issue. The latter arose when we organized a seminar on the demography of the GTA and invited all the GTA and other universities, as well as MTCU senior staff and a government MPP, who is also a demographer, Deb Matthews, to the discussion. After 2015 virtually all the growth in students is in the GTA and the number are prodigious. What will happen? As a result of our seminar, the three GTA presidents met several times (joined by Dr Shoukri) and MTCU took up the issues. This has emerged as a crucial issue for the province to be resolved after the October 2007 election.

Federally, we were relieved to have a new president of SSHRCC so that our VPR&I could return full-time to his duties at York and our major federal issue, which is the proposed National Centre for Medical Device Development (NCMDD) was the focus of intensive work by the VPR&I and others.

With the York Region and other surrounding civic leadership, our proposed medical school and research contacts in many areas moved forward and will be taken up by Dr Shoukri on his arrival on 1 July.

Financial Reporting

Details of the University's finances are summarized in the tables and charts following and reported in detail in the Financial Year-End in Review section of this report.

The financial information displayed throughout the PBA Report is intended to allow the reader to relate the budget allocations and expenditures to the objectives of operating divisions across the University. The information is provided in a format that is consistent with other financial reports prepared by the University. For example, the expense categories used in the PBA Report tables are the same as the categories used in the University's Financial Statements. The tables include both the budget and actual expense amounts for the 2006-2007 fiscal year, as well as budget amounts for the 2007-2008 fiscal year. The expenditure amounts are provided for operating results only, and do not include amounts relating to ancillary or other non-operating activities. This is done to focus on the core teaching, research and administrative support functions of the University.

For each vice-presidential division the financial information is presented in two ways. The table entitled "Operating Results by Unit" provides an overview of the total expenditures for each of the various organizational units within the division. A second table, the "Operating Results by Expense Type", provides a more detailed breakdown of revenue and the type or nature of expenses being incurred for each division and Faculty. The Faculty-specific tables are presented in each Faculty's section of the report.

In the "Operating Results by Expense Type" tables, revenue is provided through four sources: external cost recoveries, internal cost recoveries, other revenues and central budget allocations. External cost recoveries include such things as gifts and donations, and costs recovered from sources outside the University. Internal cost recoveries represent the internal reallocation of funds between departments in support of cooperative projects and events. Other revenue includes certain transfers into operating results from trust and endowment funds, as well as fee income for certain programs. The central budget allocation includes the annual "base" or ongoing allocation from central sources as well as any incremental changes of a permanent or one-time-only nature that come from either central sources or other departments. For Faculties, this would include such things as special allocations for academic projects and programs, and enrolment-related adjustments separate from the base-budget allocation.

The Faculty-related salary and benefit expense lines include all the costs associated with academic salaries and benefits for full-time faculty and professional librarians as well as contract faculty. The Faculty Administration line includes salary and stipends associated with administrative appointments within Faculties. Teaching and research assistant expenses include the salary and benefits costs associated with the employment of graduate student teaching/research assistants. Research includes salary and benefits associated with individuals on sabbatical and other research leaves. Support and administration expenses are related to salary and benefits for non-academic staff. Finally, the Other category represents all casual and non-permanent part-time employment costs.

The remaining operating expenses are all the other costs related to general operations such as maintenance, non-capital office equipment and supplies, renovations, staff training and development, travel, etc. Except for the Facilities Services operating units (within the Department of Campus Services and Business Operations), the taxes and utilities category captures only telephone-related expenses charged to units across the University. The scholarship and bursary category captures spending on merit-based awards, bursaries and emergency aid.

In some cases, units will have planned in-year deficits, covered either by carry forwards appearing on their "Operating Results by Expense Type" tables, or by additional sources of anticipated funding, such as additional enrolment growth revenues.

The University's Budget Plan 2007-2010 was approved by the Board of Governors in June 2007. This approval followed considerable deliberation and discussion during the preceeding months within the University administration, and careful review by the Board Finance and Staff Resources Committee. The plan continues to focus on the achievement of strategic academic and enrolment objectives and does not require a budget cut for 2007-2008.

Figure 3: Operating Results - Summary Including Non Degree Programs 2007-2008

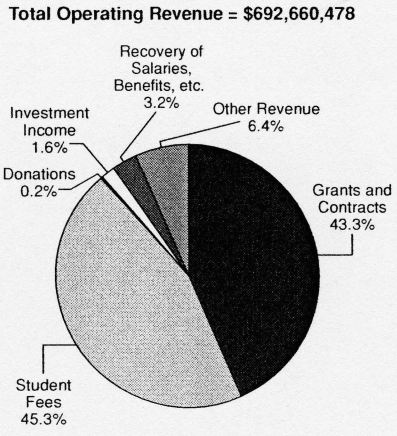
(Dollars)	2006-2007 Budget	Per cent of Total	2006-2007 Actuals	Per cent of Total	2007-2008 Budget	Per cent of Total
Division of the President	38,647,928	5.79%	36,864,566	5.44%	39,681,510	5.41%
Faculties	347,837,242	52.07%	360,742,543	53.25%	383,852,417	52.35%
Libraries	23,567,995	3.53%	23,254,608	3.43%	26,526,296	3.62%
VP Academic - Other	37,937,496	5.68%	38,658,804	5.71%	41,655,794	5.68%
Division of VP Academic - Including Faculties and Libraries	**409,342,733**	**61.28%**	**422,655,955**	**62.39%**	**452,034,507**	**61.65%**
Division of VP Research and Innovation	8,622,607	1.29%	10,088,119	1.49%	12,031,321	1.64%
Division of VP Students	68,992,021	10.33%	67,617,107	9.97%	76,610,928	10.45%
Division of VP Finance and Administration	80,661,044	12.07%	82,251,857	12.14%	88,911,469	12.13%
General Institutional	61,759,039	9.24%	58,010,348	8.57%	63,906,297	8.72%
Total University Including Non Degree Programs	**668,025,372**	**100.00%**	**677,487,952**	**100.00%**	**733,176,032**	**100.00%**

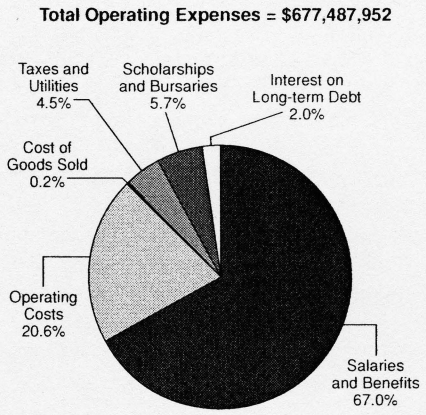
Source: Vice-President Finance and Administration

Based on assumptions of limited incremental fee and grant revenue over the period, combined with significant cost increases associated with compensation and inflationary budget pressures, the budget plan forecasts cuts of 2 per cent in each of 2008-2009 and 2009-2010.

The update to the rolling budget plan will occur in spring 2008 pending the evaluation of emerging budget pressures, enrolment plan updates and any changes to the government funding picture.

Figure 4: York University Revenue and Expenses 2006-2007





Source: Vice-President Finance and Administration

Rationalizing Year-over-Year Budget Comparisons

The PBA reports actual expenditures and planned budgets for each fiscal year based on the organizational structure of the University in effect at the time of the report. The comparability of the information from year to year has been constrained by factors such as organizational restructuring, strategic investments, impact of budget carry forwards and unspent allocations, decisions to alter the timing of budget cuts and delay of implementation of Faculty cuts for one year, and changes in the reporting of non-credit courses.

Figure 6: York University Expenditure Analysis – Expenditures Based on 2006-2007 Organizational Structure and are Adjusted for Carryovers

(in millions of dollars)	2003-2004 Actuals	% of Univ*	2004-2005 Actuals	% of Univ*	2005-2006 Actuals	% of Univ*	2006-2007 Actuals	% of Univ*
VP Academic	$328.0	60.4%	$343.6	60.3%	$356.3	58.6%	$378.3	59.7%
VP Research & Innovation	9.3	1.7%	7.7	1.4%	8.4	1.4%	8.6	1.4%
Academic Subtotal	**337.3**	**62.1%**	**351.3**	**61.7%**	**364.7**	**60.0%**	**386.9**	**61.1%**
Non Degree Programs	23.6		29.1		31.7		32.0	
Academic Total	**360.9**	**62.1%**	**380.4**	**61.7%**	**396.4**	**60.0%**	**418.9**	**61.1%**
Operating Costs	35.7	6.6%	40.2	7.1%	40.5	6.7%	41.4	6.5%
Scholarships & Bursaries	27.2	5.0%	23.4	4.1%	26.0	4.2%	27.6	4.4%
VP Students	**62.9**	**11.6%**	**63.6**	**11.2%**	**66.5**	**10.9%**	**69.0**	**10.9%**
VP Finance & Administration	**65.6**	**12.1%**	**68.7**	**12.1%**	**76.3**	**12.5%**	**79.6**	**12.6%**
President (No CNS)	**10.8**	**2.0%**	**12.9**	**2.3%**	**14.8**	**2.4%**	**16.5**	**2.6%**
President: CNS	**16.7**	**3.1%**	**18.9**	**3.3%**	**19.2**	**3.2%**	**18.8**	**3.0%**
General Institutional	**42.8**	**7.9%**	**43.3**	**7.6%**	**54.6**	**9.0%**	**49.5**	**7.8%**
Debt Servicing – New Buildings	**6.6**	**1.2%**	**10.3**	**1.8%**	**12.0**	**2.0%**	**12.6**	**2.0%**
Total University Net of Non Degree Programs	**542.7**		**569.0**		**608.1**		**632.9**	
Total University	**566.3**		**598.1**		**639.8**		**664.9**	
Net Carryover Adjustment	12.5		8.4		3.3		(12.6)	
Total University Net of Carryovers	**$553.8**		**$589.7**		**$636.5**		**$677.5**	

*To Determine % of University Expenditures Non Degree Program Expenditures were excluded from the denominator because they are full cost recovery programs and do not receive central funding.

Source: Vice-President Finance and Administration

To assist readers of this document to compare actual expenditures by major funding envelope (President, Academic, Finance and Administration, etc.) Figure 6 takes the University's organizational structure in 2006-2007, restates each previous year, and adjusts for the impact of any allocated but unspent budget carry forwards.

A major impact was the decision to use debt financing to accommodate the significant capital investments required to accommodate double cohort enrolment levels. Beginning in 2005-2006, the cost of servicing the debt of the second debenture has been reflected in the categories of Debt Servicing – New Buildings. As well, the annualized impact of the operating and maintenance costs for the capital expansion program is reflected under Vice-President Finance and Administration.

In 2003-2004, the University adopted a reporting format that presents non-credit courses in the operating budget – the impact of this is illustrated but adjusted because these costs are fully funded from the external revenue generated from these courses. Additionally, in 2004-2005, the responsibility for funding grants to eligible faculty for professional expense reimbursement was moved from the Vice-President Research and Innovation to General Institutional to reflect more accurately the nature of these costs.

Enterprise-Wide Risk Management Initiative Report

Risk Management Framework and Objectives

Over the last four years, York University has been conducting Enterprise-Wide Risk Management assessments to identify, prioritize, and monitor the key risks impacting the University. These risk assessment activities were critical in laying the foundation for the University's enterprise risk management process.

Risk Assessment and Identification

The assessments identified and evaluated fifteen strategic risks that need to be managed effectively within the next six-to-eight years so that the University can fulfill its goals and objectives. These "first-tier" risks have been defined as follows:

1. Government Policy Risk. Changes in funding, regulations and accountability requirements that affect strategic goals and objectives, or create new opportunities or obligations requiring leadership, management and response.
2. Competitor Risk. The risk that actions of competitors, including other universities, colleges and new market entrants affect York's ability to achieve its goals and objectives.
3. Change Readiness Risk. The pace of change is not responsive to external and internal movement in the academic programs and curricula, trends in research, student issues and government directions so that York's reputation, goals, and objectives are put at risk.
4. Capital Availability Risk. The risk that the University lacks sufficient resources to meet its goals and objectives.
5. Leadership Risk. The risk that the University may not be effectively led, which may result in a lack of direction, focus, motivation to perform, credibility and trust throughout the University.
6. HR Non-Academic Risk. The risk that the University will not be able to attract and retain appropriate non-academic staff with management and specialized skill sets.
7. Student Satisfaction Risk. The risk that the University does not focus on its students and does not address issues surrounding student satisfaction both from an academic and non-academic standpoint.
8. Communications Risk. Ineffective communication channels may result in messages that are not effectively communicated, not shared with appropriate stakeholders or are inconsistent with University objectives.
9. Organization Structure Risk. An ineffective University organizational structure threatens its capacity to change or achieve its long-term strategies.
10. Performance Measurement Risk. Performance is not measured or performance measures and incentives are not aligned with the University's strategies, objectives and external rating agency criteria.
11. HR Academic Risk. The risk that the University will not be able to attract and retain sufficient and appropriate academic faculty to fulfill teaching and research objectives, in a manner consistent with academic plans, labour relations objectives, collegial governance expectations, including affirmative action and employment equity requirements.
12. Reputation Erosion Risk. The failure to re-establish, maintain and/or enhance the University's reputation or brand name, impacting York's ability to achieve its goals and objectives.
13. Strategic Labour Relations Risk. The risk that management of labour relations and related issues will impede achievement of strategic objectives.
14. Enrolment Targets Risk. The risk that the University fails to meet its enrolment plans and targets, those being to achieve the planned number of enrolments overall and in specific categories and that all students admitted/retained are of an acceptable quality.
15. Resource Allocation Risk. An inadequate resource allocation process and the information supporting it preclude the University from achieving its goals and objectives.

Risk Monitoring and Reporting

To ensure that risks are properly managed, the University is continually monitoring these risks. A regular risk monitoring report is produced and submitted to the Audit Committee of the Board of Governors. The purpose of the report is to provide a periodic update on the overall risk exposure covering the significant risks facing York University.

Figure XX: Risk Ranking and Residual Risk Acceptance

Risk	Residual Risk Level	Target Risk Level	Direction
Government Policy	High	Medium	↑
Competitor	High	Medium	↔
Change Readiness	High	Medium	↔
Capital Availability	High	Low	↔
Leadership	Medium	Low	↔
HR Non-Academic	Medium	Low	↔
Student Satisfaction	Medium	Medium	↔
Communications	Medium	Medium	↔
Organization Structure	Medium	Medium	↔
Performance Measurement	Medium	Medium	↑
HR Academic	Medium	Medium	↔
Reputation Erosion	Medium	Medium	↔
Strategic Labour Relations	Medium	Low	↓
Enrolment Targets	Medium	Low	↑
Resource Allocation	Medium	Medium	↔

The "Residual Risk Level" column is the net level of risk after considering the perceived mitigating controls. The "Target Risk Level" indicates the level of residual risk that management intends to achieve/accept by applying appropriate risk management techniques. The direction indicates the change in the risk level during the year, identifying risks that have increased ↑, decreased ↓, or remained essentially the same ↔.

Beginning in 2004-2005, ten additional second tier risks were identified and are now being actively managed. These include areas of concern such as physical security, environment management, planning, catastrophic loss and research program development.

Effective risk management provides a structured and disciplined approach in aligning strategies, processes, people, technology and knowledge in support of the University's objectives and mission. The ongoing Enterprise-Wide Risk Management process provides assurance to the Board of Governors, through its Audit Committee, that risks facing York University are being appropriately identified and managed, and that actions are being undertaken to further mitigate these risks.

Summary

The University is accountable to the taxpayers through the government, and internally it is desirable that students, staff and faculty understand how plans, budgets and outcomes are related year-over-year. This publication of York University's Planning, Budget and Accountability (PBA) Report is one way of bringing together these three key aspects of our work for the information of community members.

Many thanks to the students, staff and faculty members, as well as members of the Board of Governors, who have commented on the PBA report since 1999.

This year, the ninth year of publication, the report again reflects in detail the year-over-year performance and planning of each of the major units of the University. I hope that you will like the new efficient PBA approach and thank all of those who have worked so hard to produce the document results and prepare it for publication. In particular, I would like to thank Glenn Craney, Executive Director of the Office of Institutional Research and Analysis (OIRA), who has the chief responsibility for this publication.

We will always welcome feedback and suggestions for the improvement of the PBA Report. These should be forwarded to:

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Financial Year-End in Review

This section of the Planning, Budget and Accountability Report discusses York University's financial results for the 2006-2007 fiscal year. These results are reported in York's audited Financial Statements for the year ended April 30, 2007.

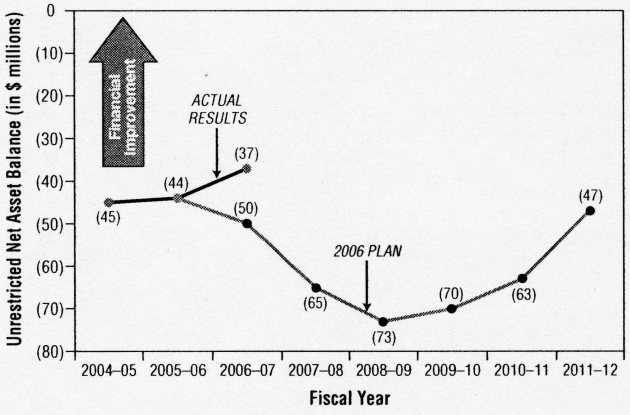
The 2006-2007 fiscal year presented challenges and opportunities for the University. The University managed its finances in an environment characterized by graduate enrolment growth and increased revenues from tuition fees. Additional provincial grants for increased graduate enrolments provided some additional operating grant opportunities. However, cost pressures from salaries and benefits continued to grow.

Since the University's approach to financial planning is multi-year and an essential element of this plan is a sound financial position, the University maintained in 2006-2007 the last of a series of planned multi-year cuts to all Faculties and administrative units which were initiated several years ago as a result of significant increased pressures caused largely by rising compensation and benefit costs.

Highlights

- The net asset deficit represents the accumulation of all surpluses and deficits since the University's inception. The University's cumulative deficit position decreased from $44 million in fiscal 2005-2006 to $37 million by the 2006-2007 fiscal year-end. The reduction was positive to the University's net asset deficit plan due to a delay in the timing of internally financed capital projects. It is anticipated that the financial results will track closer to the Plan in 2007-2008. The primary elements of the net assets deficit include the liabilities associated with providing post-employment benefits other than pensions to employees, as well as internally-financed capital projects and ancillary deficits that are required to be paid down as part of the University's budget plan.

Figure 1: Deficit (Net Assets Balance)



Source: Office of the Assistant Vice-President Finance & CFO

- Total expenses increased by 6.1 per cent while total revenues grew by 3.8 per cent. Increased revenue was primarily attributable to higher grants and student fees due to graduate enrolment growth, quality improvement funding and receipt of a capital infrastructure grant at year-end. Increased expenses were primarily attributable to higher salary and benefit costs. A more detailed analysis is included later in this Year-End in Review.
- The market value of York's endowments increased to $271 million at fiscal year-end largely as a result of gifts from donors and market appreciation. The size of York's endowment fund ranked 10th among Canadian universities at the end of calendar 2006.
- Overall, spending on scholarships and bursaries increased from $50 million to $53 million due to endowment growth in recent years, as well as increased budget allocations for student support.
- Grant income increased by $38 million to $377 million. The increase was primarily attributed to funding for the graduate enrolment growth, Quality Improvement Funding, and receipt of a capital infrastructure grant at year-end.
- Revenue from student fees (including compulsory ancillary fees for student services) increased by $15 million. This reflects the impact of the new tuition fee regime introduced by the Government and increased graduate enrolment.
- The University's total deficit decreased from $44 million to $37 million due to a delay in the timing of internally financed capital projects.

I. Introduction

York University's Financial Statements are subject to external audit. Ernst and Young LLP expressed a clean audit opinion on the statements for fiscal 2006-2007. This means the Financial Statements present fairly, in all material respects, the financial position of the University at April 30, 2007, as well as the results of its operations and its cash flows for the year then ended, in accordance with Canadian generally accepted accounting principles.

(For key accounting principles used in the Financial Statements, see the concepts set out in Appendix 1.)

II. Balance Sheet

The Balance Sheet outlines the financial position of the University, setting out the assets, liabilities and net assets at a specific point in time – typically at the end of the fiscal year. (Appendix 2 sets out the Balance Sheet as at April 30, 2007 and 2006.)

ASSETS

Total assets increased by $104 million to $1.316 billion in 2006-2007.

The most significant changes in the composition of the Balance Sheet were the increases in cash investments and in capital assets. Cash and cash equivalents increased by $55 million, investments increased by $43 million, and capital assets decreased by $9 million net of depreciation on April 30, 2006.

The increase in investments resulted from the investment of new endowments and strong investment performance.

The Pension cost deferral is an accounting-related item. It reflects the difference between actual employer contributions to the pension plan and the amount of pension expense reported on the Statement of Operations and Change in Deficit, in accordance with Canadian generally accepted accounting principles. The pension cost deferral increased by $11 million in 2006-2007 as the University made additional (employer) contributions in part to pay down the pension fund deficit.

LIABILITIES AND NET ASSETS

Total liabilities increased from $815 million at the end of fiscal 2005-2006 to $847 million at the end of fiscal 2006-2007, an increase of $52 million. The increase is attributable to higher levels of deferred tuition fee income and deferred contributions for research grants.

Long-term liabilities for post-employment benefits, other than pensions, increased by $3 million to $56 million at the end of fiscal 2006-2007, as determined by external actuaries.

Long-term debt decreased by $3 million at April 30, 2006 to $349 million at April 30, 2007, due to the scheduled repayment of debt during the year.

Deferred capital contributions represent grants and donations associated with the University's capital projects. These contributions will be recognized in the Statement of Operations when the associated capital assets are brought into service. Deferred capital assets increased from $200 million on April 30, 2006 to $205 million on April 30, 2007. During the year, the University received $15 million in new capital contributions and donations, while amortizing $10 million into income.

The net assets section of the University's Balance Sheet includes four components:

- deficit – the University's cumulative deficit position since the University's inception;
- internally restricted net assets, which are detailed in Figure 2;
- investments in capital assets;
- endowments.

Total net assets increased from $396 million in 2005-2006 to $469 million in 2006-2007. The overall increase of $73 million resulted from the combined effects of:

- a decrease in the deficit of $7 million;
- the $32 million increase in endowments, mostly attributable to contributions and investment income capitalized as capital protection;
- the $39 million increase in internally restricted net assets resulted from additions to the sinking fund and a capital infrastructure grant received at year-end.

Figure 2: Internally Restricted Net Assets 2006-2007 (millions of dollars)

Departmental carryforwards	$49.8
Progress through the ranks	(32.1)
Computing systems development	3.7
Contractual commitments to employee groups	5.4
Pension cost deferral	34.5
Sinking fund	32.1
Capital reserve	79.3
Balance, end of year	**$172.7**

Source: York University Financial Statements April 30, 2007.

Figure 2 provides a listing of the University's internally restricted net assets. Descriptions of internally restricted net assets are set out below:

- Departmental carryforwards decreased from $56 million to $50 million. Under Board policy, Faculties and divisions are entitled to carry forward the net unspent funds from previous years' allocations to encourage prudent budget management and provide a measure of flexibility to respond to budget pressures.
- The PTR deficit decreased from $35 million last year to $32 million this year. This deficit is the cumulative difference between amounts paid annually for progress through the ranks (PTR) salary adjustments and the funds recovered by the University when faculty members retire/leave through the salary recovery policy. The PTR requirements are intended to be self-funding over time, and hence have no overall incremental

budget impact. The long-term self-funding result is expected to be achieved through the implementation of York's salary recovery budgeting framework. While the cost of PTR adjustments is expected to be "budget neutral" over time, on a year-over-year basis, the cost of providing for PTR can be more than or less than the amount of funds actually provided through the salary recovery framework. This depends on the number of retirements that occurred during the year.

- The Computing Systems reserve decreased from $5 million last year to $3 million this year. The University continues to budget for computing system development to upgrade major administrative computing and information systems. This internally restricted amount, which is embedded in departmental budgets, is to support future commitments for the systems work in progress as well as planned future stages of system implementation not yet contracted at fiscal year-end.
- Contractual commitments to employee groups of $5 million represent the net carryforward of funds from accounts that are defined under collective agreements with various groups.
- Sinking fund represents funds set aside for the retirement of debt.
- The Capital reserve increased to $79 million. This represents funds restricted for deferred maintenance, capital emergencies and capital projects planned or in progress.

III. Statement of Operations and Changes in Deficit

The Statement of Operations and Changes in Deficit records the University's revenue from all sources, expenses, the excess of revenue over expenses and the change in the University's deficit position. (Appendix 3 sets out the Statement of Operations and Changes in Deficit for the fiscal years ended April 30, 2007 and 2006.)

DECREASE IN THE DEFICIT

The deficit decreased by $7 million to a cumulative $37 million by the end of fiscal 2006-2007 (see Figure 1). The University's net asset deficit plan had projected an increase in the deficit to approximately $50 million. The positive result occurred due to improved performance relative to budget for ancillary operations, timing of internally financed capital projects and a planned operating budget surplus as part of the approved multi-year budget plan.

REVENUE

Total revenue increased by $31 million or 3.7 per cent to $824 million in 2006-2007.

Grants and contracts increased to $377 million from $339 million last year, an increase of 11.1 per cent. The growth in grant revenue primarily reflects the increased funding from the Province for graduate enrolment growth, Quality Improvement Funding, and receipt of a capital infrastructure grant at year-end.

Revenue from student fees increased to $316 million from $301 million last year. This was attributable to the new tuition fee regime introduced by the Ontario Government and increased graduate enrolments. Student fees include ancillary and referenda fee-related amounts, which are designated for student organizations and student services.

Investment income increased by $2.5 million due to strong cash balances and good investment returns.

EXPENSES

Total expenses increased by $45 million or 6.1 per cent to $784 million in 2006-2007.

The University devotes the largest proportion of its spending to salaries and benefits. Spending on salaries and benefits increased by 5.5 per cent to $496 million reflecting a number of factors, including wage increases resulting from negotiated settlements, an increase in the number of employees in some employee groups to support the increased enrolments, and an increase in costs associated with benefits.

Operating costs increased by $11 million or 2.1 per cent to $119 million for fiscal 2006-2007, largely due to higher costs incurred for renovations and research costs.

Taxes and utilities increased from $29 million last year to $32 million this year due to the increase in the number of buildings and inflationary costs for utilities and water.

Spending on scholarships and bursaries increased by $3 million from $50 million in 2005-2006 to the $53 million level in 2006-2007. This is attributable to increased scholarships due to higher endowments, as well as increased budget allocations for student support.

Total interest on long-term debt increased to $23 million compared to $22 million in the prior year. The current level now represents the full cost of the two debentures issued in 2002 and 2004. No interest was eligible for capitalization in the current year.

IV. Capital Expenditure Program

York University has undertaken an aggressive capital expenditure program over the past six years to assist in meeting the growth in academic programs, impact of increased enrolments and related ancillary services required to support a larger student population.

The total capital expenditures by project are summarized below in Figure 3.

The capital expenditure program is being funded from donations and capital grants. The debt servicing costs on the remaining unfunded balance will be supported from ancillary revenues and a portion of incremental revenue generated from enrolment growth.

V. Summary

For fiscal 2006-2007, the year-end Deficit (Unrestricted Net Assets Balance) of $37 million was lower than the previous year's level of $44 million due to a delay in the timing of internally financed capital projects.

The University updated its net asset plan in 2006 to reflect a number of significant changes with respect to the University's key planning assumptions, particularly enrolment levels and capital projects. The performance this year was positive to the plan due to the timing of internally financed capital projects and positive results to budget for ancillary operations.

The University will continue to manage its finances responsibly. The challenges of balancing the combined pressures of increased graduate enrolments, the implications of the new tuition fee framework, an increasingly competitive market for faculty recruiting, the increased pressures for salary and benefit costs, and uncertainty with respect to the allocations of Provincial grants are expected to continue to impact through fiscal year 2007-2008.

APPENDIX 1: SUMMARY OF KEY ACCOUNTING PRINCIPLES

Revenue Deferral: Under the deferral method of accounting, revenue is recognized in the Statement of Operations and Changes in Deficit only when the associated expenses are incurred. This change mainly affects revenue received for explicitly directed (or "externally restricted") purposes (e.g. a grant received for capital construction or a donation to be used only for a particular award). Revenue from these externally restricted sources is, therefore, matched to expenses in the period in which the expenses are incurred. Until this happens, the funds received are considered as deferred and are recorded as liabilities in the Balance Sheet, and are recorded as either deferred contributions and income or deferred capital contributions.

Endowments: Endowments sourced from external donations are permanently maintained by the University in accordance with donor restrictions. These external donations are recorded as direct increases in endowments in the net assets section of the Balance Sheet, rather than as donation revenue, since no matching of expense is required.

Capital Assets: Capital assets are shown on the Balance Sheet at historical cost, less accumulated amortization. Amortization (or depreciation) is the means used to expense the cost of an asset over its useful life. The impact on the Statement of Operations and Changes in Deficit is that the amortization expense is recognized over the life of the asset. The University must write off assets that are no longer in use, and also expense major maintenance costs that do not extend the useful life of an asset.

Post-Employment Benefits other than Pension: The value of the future benefits earned by employees to the end of the 2006-2007 fiscal year, which the University is obligated to pay, is recognized in the Financial Statements even though actual payment of these benefits may not occur for many years. The estimated cost of these benefits amounts to $57 million as of the end of 2006-2007, an increase of $3.5 million over last year. These amounts were actuarially determined.

Figure 3: Summary of Capital Project Expenditures ($ millions)

	2001-2002	2002-2003	2003-2004	2004-2005	2005-2006	2006-2007	2007-2008	2008-2009	2009-2010	Total Project Costs
William Small Centre & Arboretum Parking Garage	20	9	3							32
Technology Enhanced Learning Building	14	50	26	1	(4)					87
The Pond Road Residence		3	20	9	1					33
Seymour Schulich Building	13	36	31	4	1					85
Executive Learning Centre	1	12	14	1	(2)					26
Bennett Centre for Student Services and Student Services Parking Garage	5	30	37	3	(1)					74
Accolade Project, East and West Buildings and "ripple" costs			11	60	27	7	2			107
Extended "Ripple" Costs					9	5	10	3		27
Accolade Colonnade						1	4			5
The Pond Road West and Shoreham Drive Upgrade							5	1		6
York Boulevard Upgrade						1				1
Energy Performance Contracting Projects						4	8	6	3	21
Sherman Health Science Research Centre							7	3		10
	53	**140**	**142**	**78**	**31**	**18**	**36**	**13**	**3**	**514**

Source: Office of the Assistant Vice-President Finance & CFO

APPENDIX 2

Balance Sheet

(thousands of dollars)

As at April 30	2007 $	2006 $
ASSETS		
Current		
Cash and cash equivalents	192,895	137,435
Accounts receivable	54,477	49,520
Prepaid expenses	10,563	11,304
Inventories	6,754	7,544
Total current assets	**264,689**	**205,803**
Pension cost deferral	34,539	23,236
Investments	388,533	345,948
Other deferred costs	1,328	1,595
Capital assets, net	626,704	635,217
	1,315,793	**1,211,799**
LIABILITIES AND NET ASSETS		
Current		
Accounts payable and accrued liabilities	75,530	65,976
Current portion of long-term debt	3,515	8,567
Deferred contributions and income	83,222	73,234
Total current liabilities	**162,267**	**147,777**
Long-term liabilities	57,100	53,736
Long-term debt	349,201	352,716
Deferred contributions and income	73,852	61,028
Deferred capital contributions	204,484	200,188
Total liabilities	**846,904**	**815,445**
NET ASSETS		
Deficit	(37,430)	(43,717)
Internally restricted	172,699	134,330
Investment in capital assets	88,173	92,628
Endowments	245,447	213,113
Total net assets	**468,889**	**396,354**
	1,315,793	**1,211,799**

Source: York University Financial Statements April 30, 2007

APPENDIX 3

Statement of Operations and Changes in Deficit

(thousands of dollars)

Year ended April 30	2007 $	2006 $
REVENUE		
Grants and contracts	376,642	338,900
Student fees	316,327	301,306
Donations	5,361	5,357
Investment income	21,960	19,145
Sales and services	67,063	66,990
Amortization of deferred capital contributions	10,384	9,661
Recovery of salaries, benefits and other expenses	24,506	24,493
Other	2,238	28,436
	824,481	**794,288**
EXPENSES		
Salaries and benefits	495,285	469,440
Operating costs	119,153	107,829
Amortization of capital assets	38,315	39,206
Cost of goods sold	23,291	22,024
Taxes and utilities	32,032	29,065
Scholarships and bursaries	52,511	49,541
Interest on long-term debt	23,314	21,728
	783,901	**738,833**
Excess of revenue over expenses for the year	40,580	55,455
Change in internally restricted net assets	(38,369)	(40,868)
Change in investment in capital assets	4,675	9,684
Internally restricted additions to endowments	(599)	(23,251)
Change in deficit in the year	**6,287**	**1,020**
Deficit, beginning of year	**(43,717)**	**(44,737)**
Deficit, end of year	**(37,430)**	**(43,717)**

Source: York University Financial Statements April 30, 2007

York University Budget Process Review Project

Introduction

Like many Higher Education Institutions (HEI) globally, York University is facing a challenge. The University has adopted ambitious Strategic and Academic Plans intended to provide direction as York heads into its 50th year in 2009. At the same time, it is required to operate in an environment of decreased per student government funding, increased public scrutiny, and reduced flexibility. Student fees increasingly account for a significant portion of the revenue of HEIs which has led to strident demand that universities be accountable to the public for what they do. At the same time, government has increasingly tied the money that it does provide to HEIs to specific public policy goals and objectives. York's ability to achieve its goals will depend in large part on how well its budget planning process and mechanisms are able to support the prioritization of initiatives, align limited resources with objectives, respond to pressures, and be accountable for results.

The context of increased public pressure for accountability and performance measurement is an essential factor that limits York's flexibility and influences the University's resource allocations and utilization. York's ambitious plans must be achieved in the context of tight resources and heightened demand for transparency, accountability and value for money. This requires very careful resource planning and management.

Initiating the Budget Process Review

Prompted by the context that York operates within, concerns have arisen surrounding the budget processes in place at the University. Although strategic considerations influence the way money is allocated at York, budgetary processes and reporting mechanisms do not explicitly link allocations and expenditures to strategic goals. Experience with the University's existing budget processes and mechanisms suggest that they may have been adequate in the past, however the processes may not be as responsive as they need to be in light of the changing environment of higher education and the growing internal and external pressures and expectations.

The idea of a budget process review was strongly endorsed by York University's President, Vice-Presidents and other senior administrators who have recognized the importance of ensuring that York has in place the tools and mechanisms needed to pursue academic excellence and fulfill its research agenda in a context of tightened resources and increased demands for accountability.

During 2005-2006 the Vice-President Finance and Administration was charged with leading a budget process review on behalf of the President and the University. In February 2006, a comprehensive self-study to examine the budget processes at the University began.

The purpose of the York University Budget Review Project was to assess the extent to which the appropriate budget processes are in place to support the realization of the institution's plans given the current context of higher education. As part of this, its role was to determine the extent to which the University's budget processes are understandable, stable and transparent, and can demonstrate internal and external accountability.

Structure of the Review

The review began by appointing a project manager and establishing a Budget Project Advisory Group (BPAG) that would work under the leadership of the Vice-President Finance and Administration. The appointed project manager was tasked with performing and coordinating all of the work required to complete the review. The role of the representative BPAG was to ensure the integrity of the project by providing objective input, project oversight, and to ensure institutional and divisional perspectives were brought to the table throughout the review process.

The combination of the external environment (decreased resources, increased demand for accountability) and internal pressures (York's determination to grow, innovate and improve) required an examination of the University's budget processes to determine the institution's ability to function effectively within an evolving and challenging context. York needs to be able to do more with less, run a tight and efficient organization, and make objective decisions that will foster the achievement of academic and strategic goals within the confines of its resource base. In order to do this the review needed to be able to evaluate, quantitatively and qualitatively, the effectiveness of current processes. The review was structured into four discrete phases summarized in Table 1.

Table 1: Budget Process Review Structure

Phase	Main Component(s)
1. Self Study: Internal Information Gathering and Analysis	**Part A: Internal Consultations** – senior level budget manager perceptions of and experiences with current processes and practices were collected and analysed. **Part B: Internal Data Analysis** – detailed review of budget and budget planning policies, procedures, processes and allocations were performed and summarized.
2. External Information Gathering and Analysis	**Part A: External Institution Consultations and Information Gathering** – experiences with various budgeting and resourcing frameworks, and practices in place at other institutions were examined. **Part B: Literature Research** – theoretical perspectives on budget and resource planning in higher education were reviewed.
3. Reporting and Recommending	Final report outlining the review process, its findings and recommendations for moving forward was produced. The report can be found at: *http://www.yorku.ca/vpfa/documents.htm*
4. Implementation and Evaluation	This phase marks the conclusion of the review and the beginning of transformative changes to the University's budget, resource and related planning processes.

Description and Findings – Phase 1 Self Study: Internal Information Gathering and Analysis

The self-study phase (Part A) was conducted in part as an intensive internal consultation process that involved a large number of senior level academic and non-academic administrators from across the University. It was essential that the review provide an understanding of how the key decision makers actually involved in budgets and planning – whether within a central department or within a Faculty – experience and perceive the budgetary process. The consultations involved an extensive series of in-depth interviews and meetings to discuss the budget process and their perception of its strengths and weaknesses. The information gathered from the consultations formed the basis of the review as it moved forward.

In total, sixty-five York University community members from all divisions across the institution devoted time to the process and provided thoughtful, comprehensive and candid feedback during the internal consultations.

Findings from the internal consultations revealed a number of strengths related to the University's budget processes. The University is fiscally sound and accountable to the Board; it has good systems in place to support budget processes and understandable institutional level budget information; and a great deal of thoughtful planning occurs at all levels of the organization.

Internal consultation and data analysis clearly identified a number of opportunities for significant improvement in York's current budgetary and planning processes. The majority of the internal findings highlighted significant deficiencies within, and frustrations and challenges working with, the University's budget processes. York's budget processes were found to be complicated, historically based, poorly understood, informal, disconnected and resource intensive. In particular, there is no formalized process that effectively links all of the planning activities at the University.

The consultation phase was followed by a careful analysis of internal budget and financial data (Part B) focusing on budget processes, allocation methods, and budget management practices to test the perceptions of those interviewed during the consultations. The purpose of examining financial data was to test the internal perceptions and experiences with the institution's financial data. The convergence of evidence with opinion from the internal analysis and consultations would confirm objectively the extent and nature of the challenges facing York and define what needed to be improved.

The BPAG chose 10 internal budget process case studies to analyze. The case studies are summarized in Table 2 below.

Table 2: Internal Data Analysis – Budget Processes Examined

Budget Process – Case Studies
Note: For the purpose of consistency, financial data from 2004-2005 was used for all cases unless otherwise indicated. 2004-2005 was chosen as the "sample year" because complete internal financial information was readily available for that year at the start of the Budget Review Project.
1. Institutional: Overall Revenue, Allocations and Expenditure Analysis
2. Institutional: Budget Cycles/Communication
3. University Twin Pillar (Enrolment Growth Model) and related funding models
4. Ancillary fee allocations (ancillary protocol)
5. a) Deregulated Fee distribution b) International Fee distribution
6. Capital Planning a) New Project – Technology Enhanced Learning Building b) New Project – Computer Science and Chemistry Building c) Ripple – Health, Nursing and Environmental Studies Building d) The Pond Road Residence (ancillary) e) Deferred Maintenance – process
7. Research: Direct and indirect support at institution/division/unit levels
8. BIU analysis – look at time series (1995, 2000, 2005)
9. a) Application Fees (OUAC etc.) b) Associated course fees
10. New Program Development Process

The findings from internal data analysis highlighted a number of processes that needed improvement and largely supported the internal consultation findings. Specifically, the case studies found that:

- the University budget is highly complex;
- there is a significant reliance on accurate enrolment planning and management;
- budget cycles lack standardization and clear communication around the budget process
- budget allocations are complex at the institutional level and the complexity is compounded through Faculty allocation processes;
- there are disconnects between budget planning and enrolment processes;
- distribution of funds increase in complexity as revenues filter down the organization;
- there is a lack of formal documentation supporting processes;
- capital budgeting process is not communicated well to the York community, and the relationship between capital costs and the operating budget is not clear;
- how the University is funded externally, and how internal resource allocations occur is not understood by the York community;
- no clear unified process for the collection and distribution of application fee revenue and the processes in place do not support internal accountability;
- there is an absence of formalized, transparent connections between the Senate approved development and approval of new program proposals and the corresponding development and approval of associated program budgets at the undergraduate and graduate levels.

Description and Findings – Phase 2 External Information Gathering and Analysis

External institution (Part A) budget processes, practices, models and mechanisms were examined through interviews, teleconferences, site visits, documentation analysis and conference presentations. Staff from provincial, national, and international institutions generously shared information and provided insights on best practices and lessons learned from their own budget review and reform processes. Budget planning and resource information was drawn from 18 Canadian universities, 20 institutions from the United States and 2 international universities as part of the external data gathering phase. Over 120 documents from these institutions were analyzed as part of this process.

The analysis of external institution information and processes provided insights to how other universities were responding to the heightened internal and external expectations and evolving pressures. The interviews and documentation outlined important lessons from national and international universities surrounding budget and resource planning practices.

From this information it was made clear that HEIs need to:

- support long-term planning;
- demonstrate alignment between budget process and strategic and academic processes;
- provide information to community members;
- develop performance indicators to improve internal accountability;
- have transparent processes;
- commit to a process of continuous improvement;
- effectively integrate and/or coordinate planning activities;
- understand that no budget system can solve the problem that there are not enough resources to support all that the University wants to do;
- provide good budget systems that serve academic commitments not define them;
- implement effective performance management.

The majority of the external documents and processes explored reflect the institutions' reporting and accountability measures taken and highlight the impetus of these institutions to better connect the University's activities to its strategic goals.

The literature research (Part B) provided a critical and unbiased perspective on best practices and tried courses of action from HEIs worldwide for York to learn from. The major literature themes summarized below echo a number of the findings from the external institutions.

The literature emphasizes that:

- universities must be aware of and responsive to the context in which they operate;
- the external context coupled with internal pressures is pushing universities to start making tough decisions related to resource planning;
- universities must focus planning on the longer term;
- universities have to become more efficient at what they do;
- University leadership has to actively engage the internal community in the planning process;
- universities need to integrate their planning processes;
- there are a variety of different approaches and models in operation at universities, the key is to develop an approach that fits or works best within the specific institutional context;
- universities must be able to demonstrate accountability to a variety of vested interests groups.

The external institution and literature analysis provided viable resolution to the challenges revealed through York's internal examination of its budget and resource planning processes.

The internal and external information gathered and analyzed as part of the review made it clear that York's current budget planning and resource processes are not as effective or sophisticated as they need to be. The BPAG concluded that maintaining the status quo of the current budget process could not be an option and that significant changes must be made to existing practices, processes and mechanisms in order to allow the University to move forward effectively; and that York would need to develop the means to respond better to the expectations of students, government and the public as it related to its budget and resource utilization.

Description and Findings – Phase 3 Reporting and Recommending

At the conclusion of Phases 1 and 2 a Final Report was produced that summarized the key findings from the review and a clear recommendation for change. The report recommends a solution for York University based not only on what those involved in budget processes feel they need, but also on the experience of other institutions, the expertise of administrators from across Canada, and findings from higher education literature. York must transform its budgetary planning framework in order to be able to respond to the needs of stakeholders and move forward with an ambitious plan for the future.

The Budget Process Review Project has resulted in a single overarching recommendation:

York must implement a fully Integrated Resource Planning Framework

Integrated Resource Planning (IRP) is a mechanism that coordinates the linkage of budget processes to the University's academic and strategic plans and priorities. It ensures resource planning and related processes explicitly complement and facilitate the implementation of the institution's academic and strategic plans. It establishes an institution-wide, comprehensive approach to resource planning that continuously evolves. IRP transcends dealing with each specific issue in isolation and provides an entirely new way of conceptualizing the links between resources and planning that lie behind every one of the processes and mechanisms studied during the review.

IRP at York University will:

- create a sophisticated planning, documentation, evaluation and implementation framework that will strengthen the University's accountability to internal and external community members;
- support executive decision making by enabling institutional leaders to decide on priorities using limited resources;
- provide the means for assessing the alignment of opportunities with objectives;
- promote collective acceptance of resource distribution; and
- ensure institutional efforts produce intended results.

The IRP framework recommended for York will ensure that the University's budget processes are closely coordinated with and explicitly linked to its academic and strategic plans and priorities. This framework will be defined by 4 key attributes. It will be:

- Transparent
- Documented
- Accountable
- Timely

The Budget Process Review identified 7 core characteristics listed below which must distinguish York University's IRP Framework in order for it to be effective.

Characteristic 1: Budget process integrates institutional planning activities and aligns resources with institutional priorities

Feature 1: Revenue allocation models are aligned with strategic priorities

Feature 2: Business planning framework is developed to operationalize academic and strategic plans

Feature 3: Position control is implemented for all employee groups to support planning, labour relations and institutional analysis activities

Characteristic 2: Budget process is multi-year focused

Feature 1: 10-year (long-term) institutional plan is developed

Feature 2: 4-year rolling plan developed at institutional and unit levels

Feature 3: Budget cycles and timing are aligned to support processes

Feature 4: Corridor performance funding framework implemented to provide budget stability for units

Characteristic 3: Budget process provides information to decision makers

Feature 1: Participants are in possession of timely, relevant and accurate information

Feature 2: Systems are in place to provide information

Feature 3: Budget processes are simplified and understandable

Characteristic 4: Budget process is informed by key stakeholder input

Feature 1: Platform(s) provided for input into budget assumptions

Feature 2: Stakeholder satisfaction with process is assessed

Characteristic 5: Budget process is accountable

Feature 1: Processes are formalized and documented

Feature 2: Individual and committee authority and responsibilities are clearly defined and documented

Feature 3: Relevant, timely, mandatory training program is provided that supports budget process and invests in workforce

Characteristic 6: Budget process is clearly articulated and communicated

Feature 1: Durable records of budget planning, processes and information are created and maintained

Feature 2: Budget planning understanding is strongly promoted to community through various platforms

Feature 3: Institutional adoption of formalized processes, policies and procedures

Characteristic 7: Budget process is evaluated, continuously evolves and manages risk

Feature 1: Performance management system is implemented to evaluate institutional and individual performance to plan

Feature 2: External and internal risks are monitored and inform process

The IRP Framework will address the challenges and disconnects in York's existing processes that were identified during the review process. Changing York's budget planning and resourcing processes will bring the University in line with a number of institutions that have taken significant steps to address the same issues.

Moving Forward - Phase 4 Implementation

Building on the wisdom and energy resulting from the review there is a need to move forward immediately with implementing the IRP Framework in the Spring of 2007. Having received endorsement from senior administrators, the President and the Board of Governors, the Vice-President Finance and Administration is proceeding with the implementation of an Integrated Resource Planning Framework at York University.

Environmental Sustainability Report

Introduction

In 2002, York University made a public commitment to sustainability and became an official signatory of the Talloires Declaration, a ten-point action plan for incorporating sustainability and environmental literacy in teaching, research, operations and outreach at colleges and universities. This section of the Planning, Budget and Accountability Report provides an overview of the University's institutional and operational activities, initiatives and strategies relating to sustainability. Also included are environmental performance indicators and plans for future action.

Sustainable Approaches to Campus Development and Management

Campus Services and Business Operations seeks to effectively manage and reduce York University's ecological footprint in support of the goal of achieving a more sustainable future. That requires an integrated management approach to the department's campus stewardship activities: planning, design, development, renovation and maintenance. Sustainability also requires that the quality of environments and thus an individual's work, academic or social environments be improved.

Some activities aimed at reducing York's ecological footprint and improving the quality of the campus environment include reducing the area of grass cut regularly; associated with that is a reduction in the use of fertilizers and pesticides. The interior design of renovated spaces is based on open concept designs that use less building materials and ultimately less energy once occupied while achieving higher quality environments for students, faculty and staff. Open space areas are being designed to influence positively the quality of student, faculty and staff interactions. There is a commitment to using native plant material and reducing the quantity of impervious surfaces wherever possible.

Other strategies to improve campus sustainability include the continued implementation of recycling and waste reduction programs coupled with an awareness campaign relating to keeping teaching spaces litter free thus cutting down on waste but also the time spent cleaning such spaces. Heightening awareness is also a significant component of the energy management initiative CSBO instigated and oversees. Trees contribute to the quality of the campus through climate amelioration and their positive effect on air quality so a net gain of trees is achieved on the Keele campus yearly. Trees are natural dust filters but dust filters are used in the air systems to improve the quality of indoor air. The use of benign cleaning solvents also contributes to interior air quality. Building materials free of volatile organic compounds (VOC) are specified for building projects to further improve interior air quality. In general, green building technologies are considered for all development and renovation projects.

Sustainable development by design

York emphasizes the efficient utilization of interior space in its space planning and, by MTCU and COU standards, has achieved a high level of efficiency relative to other Ontario universities. It is more sustainable to make use of existing space than to have to build new space. Nevertheless, when new space is required, be it a new building or renovated space, sustainability principles relating to such characteristics as embodied energy and product lifecycle, inform the selection of materials and products.

Over the past eight years, for example, new exterior lighting and most retrofits have conformed to a new standard that provides more uniform light, reduced upward light pollution and power consumption; the latter by up to 36 per cent. Under the current energy management program, all the interior lighting on the campus is being upgraded to a more energy efficient standard resulting in less energy consumption for the University but a higher light quality generally. More efficient interior air delivery systems and variable speed drive fans will also yield energy savings while improving overall interior air quality.

York has been a leader in sustainable or green design as applied to new buildings. CSBO's Facilities Development unit was attending to building and site details that are now considered under the Canadian Green Building Council's (CaGBC) Leadership in Energy and Environmental Design (LEED) certification process well before the establishment of that process. Siting, massing and building configuration have been critical to the use of natural light in buildings. Related to that, operable windows allow building users to regulate their own air. Innovative measures have been used to capture heat energy that is exhausted from a building conventionally or sent down a drain. Storm water management is critical as York's building density rises. Green roofs have been used on two buildings to control both the rate of runoff and its quality. Recycled materials have been used where possible. The former Ice Arena at the University's Keele campus is presently being converted into a health science research facility. Such buildings have flexible interiors that simplify future renovation and possible reconfiguration due to changed building programs.

Solid waste diversion

As a community, York University continues to improve its solid waste diversion program. Between 1987 and 2006 more than fifteen million kilograms of recyclable materials were recovered.

A collection concept called "the tri-bin" system was explored on a trial basis during the 2006-2007 year. Trial collection stations containing three bins – papers; bottles and cans; and waste – were installed at exits from parking lots, heavily traveled sidewalk areas and in classrooms. This system allows community members to source separate their waste products into one of the three waste/recyclable streams. It is expected that this collection concept will translate into increased recyclables recovery at minimal cost.

Storm water runoff

The University continues to practice effective storm water management in conjunction with campus development. Storm water is detained in ponds, parking lots, in "super pipes" and underground tanks. Impermeable surface drainage is directed to grassy swales and bio-swales wherever possible. The reconstruction of The Pond Road required prior to its assumption by the City of Toronto will incorporate bio-swales to convey storm water and allow for some infiltration prior to the water entering the Black Creek system. At present, Stong Pond receives and allows for the flow through of 80 per cent of the campus runoff but does not meet current standards for a storm water management pond. Once reconstructed, Stong Pond will serve to control and to improve the quality of the water discharged into the Black Creek system.

A study of the sediment in Stong Pond required prior to construction revealed that the only contaminant of significance was salt; that comes from the roads, paths and parking lots where salt is used to aid snow and ice clearing. To help reduce the amount of salt used for that two sander units were outfitted with a "pre-wetting" application system. The system applies a soluble ice melter solution to dry sand/salt being applied to roadways. The solution activates the melting process and tends to keep the sand/salt particles in place on a road area. The ice and snow melting operation is improved and less sand/salt product is required. Contamination of runoff is reduced therefore. Safety for drivers and pedestrians is enhanced at the same time and less money is spent keeping roads, paths and parking lots clear of ice and snow.

Reduction of pesticides

Pesticide applications have been eliminated in areas outside of the central campus, and much reduced in the core. Interior pest control relies generally on baiting, live trapping, regular inspections, closing entry points and improved sanitation. Less than 1 kg of pesticides were used in all of 2006-2007 to control such pests as ants, earwigs, bees, wasps, mice and other wildlife forms.

LANDSCAPE STEWARDSHIP

The planning process to develop a York University Landscape Plan initiated during 2004-2005 is ongoing. Now in a draft state, the plan will be coordinated with a revised City of Toronto Secondary Plan for York University to be completed in 2008 and a new York University Master Plan to be developed thereafter. In the interim, the landscape plan is being tested and refined in conjunction with grounds maintenance, infrastructure and building development and campus renovation.

For example, significant open space areas that were mowed regularly are being treated as "leave areas". Some people with a long history on the campus may think the grounds department is not keeping up with maintenance. Others have an appreciation of the ecological benefits realized by not cutting so much of the campus area that has been maintained traditionally as mowed turf. Identifying particular maintenance areas with associated standards of care is critical to the long term stewardship of the campuses.

The aforementioned project of reconstructing The Pond Road (and also Shoreham Drive) is serving as a catalyst for addressing the storm water management shortcomings of Stong Pond. The pond is being modified and expanded to meet current requirements for the control and treatment of storm water runoff within a pond. Increased storm water pond capacity to accommodate future development is also being envisaged west of Calumet College in the open land area that will result from the removal of the traffic circle and the construction of a 'normal' intersection at the junction of Shoreham Drive, Ian Macdonald Boulevard, Arboretum Lane and The Pond Road.

At the Glendon campus a stewardship plan for the Don River valley forest area is being implemented in conjunction with the Toronto and Region Conservation Authority and the City of Toronto. The first project involves securing existing bridges used by pedestrians generally and the reconstruction of the trail connecting the Glendon campus and Sunnybrook Park. Following that, the University plans to control more effectively recreation within the forest area in order to protect its significant ecology.

Environmental Performance Indicators

ENERGY CONSUMPTION

Energy efficiency at the Keele campus is assessed by measuring energy consumed per square meter of built space. York University uses natural gas for heating, cooling and in the University's cogeneration plant. The two cogeneration plants have a nominal capacity of 10.3 megawatts.

The cogeneration plants represent a cleaner, more efficient and less costly means of producing electricity than the use of coal, for example. They also recycle waste heat into the production of steam that is used for heating and cooling. York's peak demand for energy occurs during the summer at a combined demand of 28.4 megawatts (18.4 MW from Hydro and 10 MW from the two cogen units). The University's cogeneration capacity has been able to meet 57 per cent of the total annual electrical consumption.

In 2006-2007, there was a slight increase (3 per cent) in electricity consumption and a slight decrease (1 per cent) in natural gas consumption due mainly to the fact that one Cogen unit was due for an engine replacement and was therefore off-line for a month. Because of colder than normal temperatures during the winter and a shortage of natural gas during that period, the natural gas supply for the cogen units and boilers had to be interrupted and the University ran its boilers on oil for a short period in February.

Figure 1: Energy Consumption

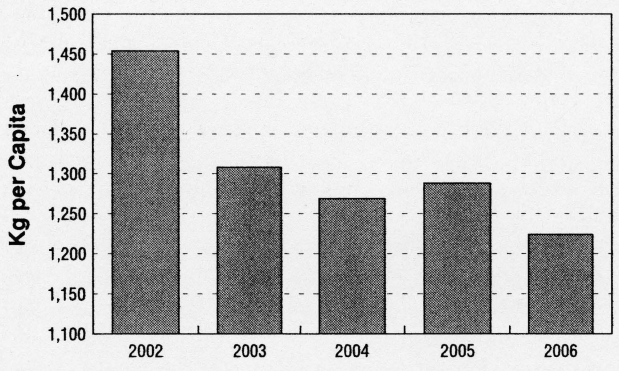
	Unit	2002	2003	2004	2005	2006
Ratio of total amount of energy used:						
Electricity (purchased from Toronto Hydro)	megajoules	255,809,710	262,809,533	178,821,443	201,301,718	207,508,454
Natural Gas (heating, cooling and cogeneration)	megajoules	995,860,710	1,016,492,000	1,397,951,042	1,393,150,131	1,374,984,644
Oil (used when gas is not available)	megajoules	-	25,910,447	14,662,364	-	2,414,264
Total		**1,251,670,420**	**1,305,211,980**	**1,591,434,849**	**1,594,451,849**	**1,584,907,362**
Student population at York		43,635	46,794	49,946	50,691	51,420
Consumption per student (megajoules per capita)		**28,685**	**27,893**	**31,863**	**31,454**	**30,823**
Ratio of energy used per square metre:						
Electricity	MJ/Sq.M	498	478	288	279	287
Gas	MJ/Sq.M	1,938	1,851	2,251	1,929	1,901
Oil	MJ/Sq.M	-	47	24	-	3
Total		2,436	2,376	2,563	2,208	2,191
Total Gross Square Metres (GSM) Keele Campus Plant		**513,834**	**549,257**	**621,121**	**722,388**	**723,123**

Source: Department of Campus Services and Business Operations

ATMOSPHERIC EMISSIONS

Annual atmospheric emissions represent the direct emission of carbon dioxide from York University based on oil and gas burned, including the operation of the cogeneration plant. Adopting cogeneration as a means of producing in-house electricity has increased York's direct emissions in recent years. However, the increased emissions are considerably less than the emissions that would result through the production of an equal volume of electricity by other electricity producers in the province (using a mix of coal, oil and natural gas).

Figure 2: Annual Atmospheric Emissions - Carbon Dioxide Emissions Per Capita (student population)

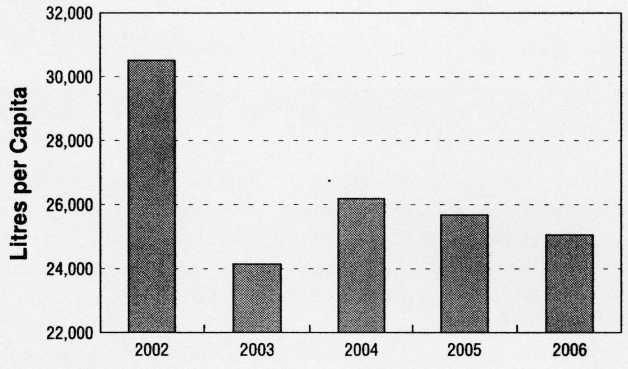


Source: Department of Campus Services and Business Operations

WATER CONSUMPTION

Water consumption has an environmental impact in terms of the overall availability of natural resources for societal use as well as the costs associated with municipal infrastructure delivery and maintenance costs. Water consumption figures are based on actual meter readings of all main water meters. Fluctuation in water consumption per capita can be influenced from year-to-year by precipitation and the associated amount of water used for irrigating sport fields, gardens and lawns. Water consumption decreased in 2006-2007 from the previous year due to less water loss from pipe breaks.

Figure 4: Annual Water Use - Water Used per Capita (student population)



Source: Department of Campus Services and Business Operations

Figure 3: Annual Atmospheric Emissions

	Unit	2002	2003	2004	2005	2006
Total amount of carbon dioxide emitted	Kg/year	63,437,273	61,196,115	62,807,190	65,268,487	62,942,568
Student population at York		43,635	46,794	49,496	50,691	51,420
Carbon Dioxide emissions per capita	**Kg/Capita**	**1,453**	**1,307**	**1,268**	**1,287**	**1,224**

Source: Department of Facilities Services

Figure 5: Annual Water Use

	Unit	2002	2003	2004	2005	2006
Total amount of water used	Litres/year	1,331,574,600	1,129,803,636	1,296,042,740	1,301,583,045	1,288,629,091
Student population at York		43,635	46,794	49,496	50,691	51,420
Water used per capita (student population)	**Litres/Capita**	**30,516**	**24,144**	**26,184**	**25,676**	**25,060**

Source: Department of Campus Services and Business Operations

Figure 6: Waste Production and Recycling

	Unit	2002	2003	2004	2005	2006
Solid waste produced (excl. 3 Rs initiatives)	Kg	2,188,000	2,236,000	2,427,790	1,915,000	1,997,110
Recyclables produced	Kg	1,200,000	1,320,000	1,320,450	2,092,000	1,969,450
Student population at York		43,635	46,794	49,496	50,694	51,420
Solid waste per capita	**Kg/Capita**	**50.14**	**47.78**	**49.05**	**37.77**	**38.83**
Recyclables per capita	**Kg/Capita**	**27.50**	**28.20**	**26.67**	**41.26**	**38.30**

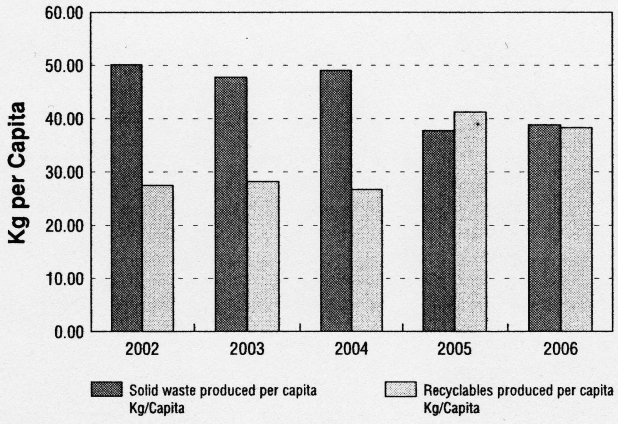
Source: Department of Campus Services and Business Operations

WASTE PRODUCTION AND RECYCLING

The Solid Waste Production category includes all non-recyclable waste. Recyclables at York include: glass, newspaper, fine paper, plastic, metal, concrete, plant material, furniture, oil, batteries, aluminum cans, tires, computers, fluorescent light bulbs, corrugated cardboard and packaging and organic waste. The recycling program at York continues to be successful in diverting major amounts of waste produced on site from landfills.

While achieving a nearly 70 per cent waste diversion between 1987 and 2005, waste production has decreased and recyclables have increased appreciably since co-mingling and other new recycling initiatives were introduced in 2005.

Figure 7: Waste Production and Recycling per Capita (student population)



Source: Department of Campus Services and Business Operations

BIODIVERSITY

Tree and shrub plantings were undertaken as components of projects and landscape improvements in various exterior locations of the campus. Significant installations of shrubs were completed at the Accolade Buildings. The north planter at the Health, Nursing and Environmental Studies Building, an intensive green roof component containing six mature ash trees was underplanted with native trees, shrubs, perennials and grasses. On Arbor Day, York is U volunteers continued their tradition of adding to the areas of native plants on the Keele campus. Native deciduous shade trees were planted along Library Lane and Ottawa Road and in groves such as the west side of the Chemistry Building. Native plants are used whenever appropriate to the site.

Fertilizer is used to maintain some plant areas; however, usage was significantly reduced in 2006. Only 9,400 kg of fertilizer was applied to the soil. Organic fertilizer accounted for 5,400 kg of the total.

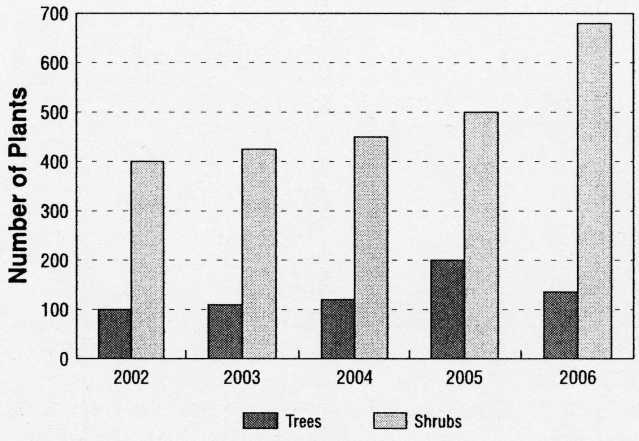
Pesticides and herbicides are limited in use to control such pests as insects and mice. Continuing efforts to minimize their use lessens environmental impacts and potential harm to research work conducted on campus.

Figure 8: Number of Native Species of Trees and Shrubs Planted; Fertilizer, Herbicides and Pesticides Used

	Unit	2002	2003	2004	2005	2006
Trees		100	110	120	200	136
Shrubs		400	425	450	500	680
Total Amount of fertilizer used	Kg	18,857	18,450	18,450	18,250	9,400
Total Amount of herbicides and pesticides used	Kg	2	2	2	2	1

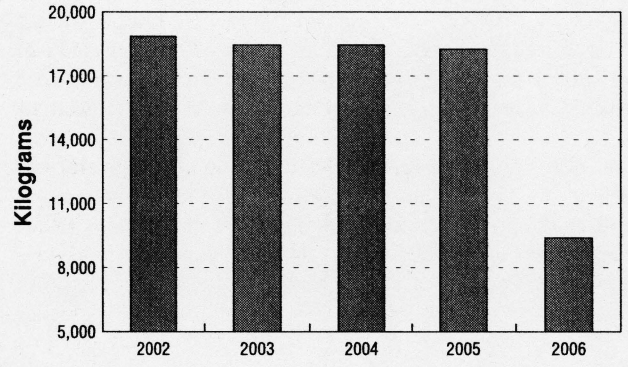
Source: Department of Campus Services and Business Operations

Figure 9: Number of Native Species of Trees and Shrubs Planted



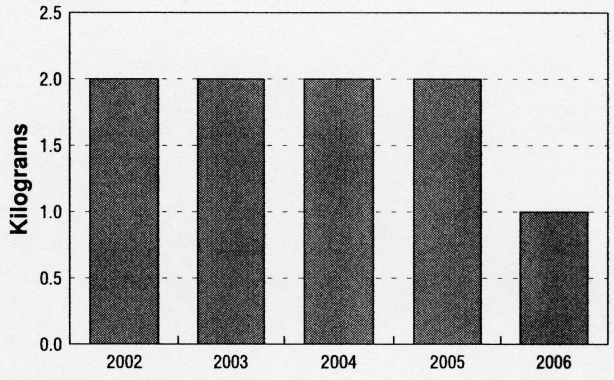
Source: Department of Campus Services and Business Operations

Figure 10: Total Amount of Fertilizers Used



Source: Department of Campus Services and Business Operations

Figure 11: Total Amount of Herbicides and Pesticides Used



Source: Department of Campus Services and Business Operations

TRANSPORTATION

The previously attained modal split in 2004-2005 was 40/60 per cent single occupant vehicle to other commuting modes, including public transit. Available metrics indicate that a further shift in the modal split toward transit has occurred. For example, there has been a 50 per cent increase in the number of transit buses serving the Keele campus daily, from 1,100 in 2004 to 1,500 in 2005, to 1,650 in 2006 – while the overall York population has grown by less than 5 per cent during this same two-year period. As well, there has been an increase in the sale of TTC Metro passes by the University's Parking and Transportation Services:

	2005-2006	2006-2007	Change
GO Transit student cards	8,588	8,544	- 0.5%
TTC Metro passes	31,926	41,341	+77.2%

Source: Department of Campus Services and Business Operations

A continued rise in the use of transportation modes other than a single occupant vehicle (transit, carpooling, cycling) will further reduce harmful vehicle emissions that contribute to poor air quality and increased greenhouse gases.

Reducing single occupant vehicle use also lessens traffic congestion and the land-intensive demand for parking on both campuses. The University will continue to advocate for and encourage commuting to the University in sustainable ways.

Figure 12: Transportation

	2000	2001	2002	2003	2004	2005	2006
Number of parking permits issued	21,552	19,984	17,282	16,086	16,710	14,289	15,757
Number of carpool permits issued annually	1,187	920	617	436	391	439	494
Student population at York	38,527	39,578	43,635	46,794	49,496	50,691	51,420
Number of parking permits per 1,000 students	**559.40**	**504.93**	**396.06**	**343.76**	**337.60**	**281.88**	**306.44**
Number of carpool permits per 1,000 students	**30.81**	**23.25**	**14.14**	**9.32**	**7.90**	**8.66**	**9.61**
Number of buses serving campus daily*	**605**	**688**	**843**	**1,000**	**1,100**	**1,516**	**1,650**

* Bus count reported in September each year

Source: Department of Campus Services and Business Operations

President's Task Force: The Pink Lungs Project/I Quit Campaign

The presidential task force established in 2003-2004 to plan to make the York community a non-smoking campus in time for its 50th anniversary in 2009 continued to work toward its goal of developing a long-term health promotion and health protection strategic plan.

In February 2007, the Committee invited the Honourable Jim Watson, Minister of Health Promotion, to speak about provincial smoking legislation, the health promotion vision for Ontario and new initiatives, and to respond to questions and comments from York University community members on smoke-free issues pertaining to the campus. The event was well attended by students and student media, union representatives and members of senior management, including the President, Deans, and Vice-Presidents.

Other initiatives undertaken during 2006-2007 included publishing information about the new Smoke Free Ontario Act in Excalibur (the student newspaper) and Y-file (the electronic daily newsletter for University employees), such as places on campus where people can and cannot smoke; installing no smoking signs in University vehicles and on the exterior of building entrances with a roof and more than two walls; organizing training by Toronto Public Health of security officers and managers on the new smoke-free legislation; and continuing to include a "Support a Smoke Free York" silicon bracelet and smoking cessation information in student orientation packages.

Summary and Next Steps

Significant progress continues to be made in heightening awareness of and adopting more sustainable approaches to the operation and management of University businesses and facilities. As energy conservation measures began to be implemented during 2006-2007 to launch York's Energy Management Program, a campus stewardship promotional campaign "Yorkw!se" was initiated to encourage community members to do their part in conserving energy, reducing litter, diverting waste, and making choices that contribute to personal safety and well being.

The Energy Management Program is a phased, multi-year program that will improve infrastructure and building systems and reduce energy consumption at the Keele and Glendon campuses by 25 per cent within the next five years. Energy conservation measures initiated in 2006-2007 included improvements to the University's central cooling system, to control systems in the central power plant, and to the lighting and HVAC (heating, ventilation and air conditioning) systems in many of the larger campus buildings.

The University will continue to use the indicators presented above as sustainability benchmarks against which to measure future performance. Metrics emerging from the implementation of the new energy conservation measures will also be used to benchmark performance toward the goal of reducing energy consumption.

During 2006-2007, a Sustainability Council sponsored by the Vice-President Students and the Vice-President Finance and Administration was established to facilitate dialogue about sustainability at the University between students and administrators and to instigate further action relating to the areas highlighted above. To enhance community safety while improving resource utilization, the student security escort service was restructured and revitalized as goSAFE, a coordinated service with scheduled pick-up and departure times from specific locations throughout the campus offered during evening hours seven days a week. The University has reviewed and is modifying its procurement practices and guidelines in the context of fostering business relationships with suppliers who promote sustainable values and/or practices: a new Procurement policy and procedure reflecting these principles were approved by the Board of Governors in Spring 2007. The next steps in moving to a smoke-free campus will be the creation of a formal University smoking policy and further restrictions on smoking near building entrances, air vents and windows.

Division of the President

Overview

The Office of the President provides support to the President in all her duties and responsibilities and oversight for departments in the Division of the President. These include the Office of the University Secretary and General Counsel, the Ombudsperson and Centre for Human Rights, Alumni and Advancement Services, the Office of Institutional Research and Analysis, Marketing and Communications, Computing and Network Services and the Office of University Events and Community Relations and their individual reports are included in this section.

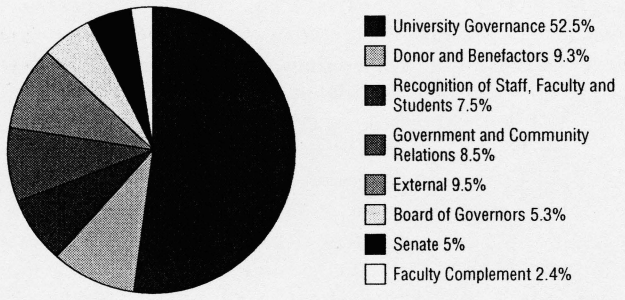
The organization chart for the Division of the President is found on the Web at: www.yorku.ca/presidnt/aboutyorku/orgchart.html.

Ongoing work of the Office

The majority of time and resources of the Office of the President are taken up by meeting ongoing objectives. Because of the pace of work in administration, governance, winding down of the presidential term and other matters describe above, the President's travel has been limited except on a strategic basis to promote the academic plans in the international agenda.

Summary statistics on the allocation of the president's time in the last year are presented in Figure 1.

Figure 1: Presidential Meetings 2006-2007



A summary of the communications load handled by the President's Office is presented in Figure 2.

Figure 2: Communications through the Office of the President

PBA – Presidential Communication	2005-2006	2006-2007
Phone Calls Received	9,800	9,950
Correspondence Written	3,170	3,205
Correspondence Received	4,510	3,610
Complaints Received	85	99
Invitations Sent	5,641	5,601

In 2006-2007 the President's Office continued to administer a wide range of student and staff recognition awards. The full list of awards and recipients is posted on the president's Web site.

Special objectives are described in the following sections in which specific priorities are identified.

OFFICE OF UNIVERSITY EVENTS AND COMMUNITY RELATIONS

During the Autumn of 2006, a review of operations of the Office of Ceremonials, Special Events and Community Relations, Hospitality York, and the Conference Management Service offered by the Division of Continuing Education, Atkinson in collaboration with Hospitality York, was undertaken to determine the feasibility of consolidating operations and services. The outcome confirmed current and potential benefits of a consolidation of operations, the development of a comprehensive and integrated strategic plan informing all activities and closely tied to the University's academic and strategic priorities, and a rationalized, efficient use of human, administrative and financial resources.

The culmination of several months of consultation with stakeholders of various York University departments and faculties, and a thorough review of operations of the existing units resulted in the development and approval of a business plan to establish the Office of University Events and Community Relations. Support for the concept of an integrated and central resource to house ceremonials, special events and visitor services, conference management and meeting services, and community relations was unanimous in these consultations.

On May 1, 2007, the Office of University Events and Community Relations (OUECR) was launched, representing the completion of a four year project, and formally establishing the fourth pillar of the marketing/communications/media relations, alumni affairs and advancement services and fundraising group.

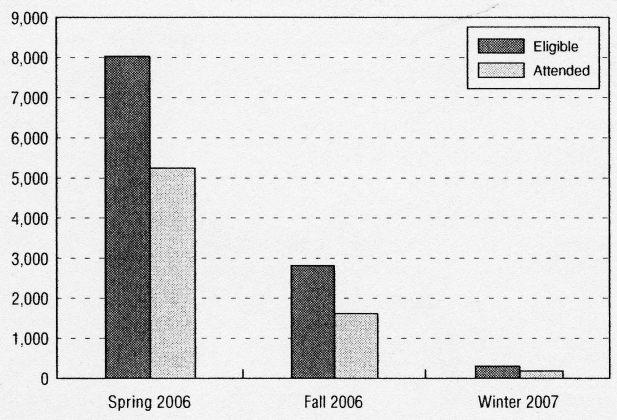
The activities of the OUECR over the upcoming eighteen months (through the end of 2007-2008) will focus on consolidating and integrating operations, human resources and administrative struc-

tures, and developing an integrated foundation for service development, delivery and expansion over time.

Ceremonials

There were, again this year, increased numbers of students both eligible to graduate and attending the three convocation ceremonies. Of the 11,020 students eligible to graduate, 7030 attended ceremonies, representing 64 per cent participation overall. (Figure 3).

Figure 3: Students Participating in Convocations 2006-2007



Source: OIRA and the Office of Ceremonials

The list of honorary degree recipients, University Professors and Distinguished Research Professors can be found at: www.yorku.ca/secretariat/senate_cte_main_pages/hondeg.htm.

Development of a new convocation site at the Glendon campus is underway due to the renovation/construction project at the former York Hall breezeway site.

A new Web application provides online services to graduating students to check their eligibility status, apply to graduate, rent a robe and rsvp. This service has proven very successful for service delivery to students and provides the Convocation Office with up to date and accurate information for planning purposes.

The Remembrance Day ceremony enjoyed the largest ever attendance of this event at the Keele Campus and included York staff who are members of Canada's armed forces and representatives from the Royal Canadian Legion. Ryan Knight, a York film student, whose award winning short film "The Road of the World" participated in the ceremony and a screening of his film followed the ceremony at the flagpole.

Special Events and Visitor Services

The Special Events Office organized 31 institutional events, an increase of 29 per cent over last year, and advised and assisted with 39 events, a 64 per cent increase.

Four information sessions on event management garnered maximum attendance and positive evaluations from the participants, and confirmed the need to conduct these sessions on an annual basis.

Visitor services and advice on protocol issues also increased. The first campus tour for members of the Toronto-based Diplomatic Corps took place in April with 25 heads of consular posts in attendance. Three additional campus tours for various groups were underway prior to May 1st.

Development of the range of visitor services is a priority for this office during 2007-2008.

Community Relations

The inventory of York University community engagement has been completed for all Faculties, with the exception of Graduate Studies, Schulich and Glendon which are in process. New projects continue to develop campuswide and the inventory is being maintained. The draft inventory was circulated to internal stakeholders and was enthusiastically received. This response underscores the importance of having a central depository of information campuswide and keeping our constituencies informed.

The organization and development of programming for the YYC camp and further groundwork for co-ordinating camps at York moved forward as planned.

The United Way Campaign goal of $190,000 was achieved. York's final donation was $190,123. The president hosted or participated in 5 events during the campaign.

The Community Relations Officer was involved in a number of important community organizations and projects including: the Black Creek West Community Capacity Building Group, the Network of Community Based Organizations and the Caring Village.

Strategic planning for the development of the Community Relations portfolio is ongoing through a series of consultations with internal and external stakeholders and through collaboration with the Atkinson Dean's Office on consultations relating to the Jane/Finch Satellite and the Community Relations role within OUECR.

In terms of co-ordinating and facilitating requests from a range of community groups and campus constituencies, 97 requests were received and managed appropriately.

Progress on 2006-2007 Priorities

1. Transition to the new President.

The Search Committee successfully concluded its work by the end of the 2006 calendar year and the announcement of President Shoukri was made on February 6. The new President immediately began his round of visits with each of the executive and decanal and other staff and received briefing documents from them. He worked with the members of the Board, the retiring President and major donors throughout the beginning of 2007, spent 2-3 days a week at York and by the time he began his full-time duties in July he had participated in many events, was very familiar with the projects underway, the budget issues, the opportunities ahead and many of the friends and government representatives who work with York. The positive approach of everyone involved to this transition made it a very successful experience for everyone.

2. Implementation of the UAP.

Four major goals of the UAP were advanced during the year, some more successfully than others. The Senate and APPC were deeply involved in these projects and took leadership at various junctures.

The first major goal was with respect to graduate planning and programs. This was intended to take full advantage of the funding offered by the Government of Ontario under the Reaching Higher plan. The Vice President Academic, the Vice President Students and the Dean of Graduate Studies all worked closely with the Graduate Directors and others in the Faculties to plan the graduate student intake, while the York University Foundation put in place a plan to raise significant amounts for graduate scholarships. The Vice President Finance and Administration worked out a means of supporting graduate students more fully and in year one. A great deal of work went into this project. The results were adequate but we did not make the targets established by our Multi-Year Accountability Agreement with the Government of Ontario. See the report of the Vice President Academic.

The second major goal was the intensification of research. The Vice President Research and Innovation worked with research coordinators in each Faculty as well as with research groups and ORU's to increase the number of research funding applications as well as seeking all other means to advance the goals of research intensification. A series of short-term goals as well as long-term goals were put into place. The short-term goals included increased research space, a project successfully completed with a generous gift from the Sherman family for the renovation of the old ice-rink. Means of measuring research success were increased. See the report of the Vice President Research and Innovation.

The third major goal was academic restructuring. The Vice President Academic was largely involved, with the Deans of the Faculty of Arts and the Faculty of Liberal and Professional Studies in this project which was in its second year of consultation. After countless meetings and working groups, and debates at Senate, the Senate recommended the replacement of the existing Faculty of Arts and the Atkinson Faculty of Liberal and Professional Studies with a single new entity encompassing the programs currently in those faculties. The Board of Governors concurred and a final plan is to be presented to the Board in the Fall Term for the implementation of this plan. At that time, votes to dissolve the two existing Faculties will take place and a decanal search will begin.

3. Students.

The fourth goal of the UAP and a separate goal for last year was to enhance the student experience. The Vice President Students has taken many steps in conjunction with Senate and the Faculties to do this – see his report. The President's priority was in student recruitment to ensure that we attract the best, most suitable students for our mix of programs, and campus facilities. The recruitment efforts for the 2007-2008 year for both graduate and undergraduate students have been enhanced working with the Chief Marketing Officer and the Faculties. Convocation was a major project for 2006-2007 as the double cohort graduated in large numbers.

4. Fund Raising.

In the Fall Term, after an intense planning process stretching back several years with the Foundation, and a quiet campaign phase, the University launched the York to the Power of 50 campaign in honour of our upcoming 50th Anniversary. The launch was very successful and many million and multi-million dollar gifts and pledges have been made. By the time of the Honour Court party and recognition in the spring, the Campaign had reached a goal of $125 million dollars toward a $200 million goal.

5. Asia Partners and Alumni.

In October of 2006, the President of the YUAA and Executive Director Alumni & Advancement Services traveled with the President to visit alumni in Hong Kong. The president also met with alumni in Hawaii and the PRC. The President met with the presidents of both Peking University in Beijing and Fudan University in Shanghai where York has long-standing partnerships. In Hong Kong the President spoke to the Hong Kong-Canadian Chamber of Commerce, and attended the alumni gathering described by the President of the YUAA/Executive Director Advancement in his report. These were highly successful contacts which have been maintained.

6. Governance.

In preparation of an update of governance standards by the Board of Governors, the UEC have a day-long retreat to review the extent to which both the Governing bodies of the University receive the information they need to make appropriate decisions on a regular basis. For example, the single largest budget item is faculty salaries and benefits and yet the Board of Governors does not receive an analysis of recruitment and retention of faculty and staff. The Board of Governors is reviewing their own structures and requirements and the past and new presidents are integral to this work. In 2006-2007 several meetings were held and information gathered.

After note:
I would like to express my thanks to everyone at York and especially the Board, Senate and their Committees, to the UEC and Deans and to the staff of the President's Office for the generous events and parties in my honour, and to the many faculty, students and staff who have written to me during this transition. It was a great privilege to serve as your President & Vice-Chancellor and my leaving was made splendid because of all you have done and especially because of the fine qualities and strength of my successor.

The Divisional Budget

The budget summary for the Division of the President is presented in the following tables. The "Operating Results by Unit" includes all units in the Division of the President. The "Operating Results by Expense Type" excludes data for Marketing & Communications and Computing and Network Services (CNS) which are presented as separate tables in their own sections.

Division of the President

(Dollars)	Operating Results by Unit 2006-2007 Budget	2006-2007 Actuals	2007-2008 Budget
Office of the President	1,805,344	1,665,915	2,081,617
President's Awards and Prizes	331,004	227,205	226,867
Office of Ceremonials, Special Events and Community Relations	3,041,351	2,879,735	2,963,636
Computing and Network Services	20,578,785	20,290,919	20,559,429
Office of the University Secretary and General Counsel	2,665,086	2,045,098	2,666,327
Office of the Ombudsperson and Centre for Human Rights	846,459	656,929	796,229
Office of Institutional Research and Analysis	1,535,562	1,112,228	1,425,075
Marketing & Communications Division	3,685,759	3,892,295	4,052,680
Alumni & Advancement Services	4,158,578	4,094,242	4,909,650
Total Office of the President	**38,647,928**	**36,864,566**	**39,681,510**

Division of the President (Excluding Computer and Network Services and Marketing & Communications Division)

(Dollars)	Operating Results by Expense Type 2006-2007 Budget	2006-2007 Actuals	2007-2008 Budget
Revenue:			
External cost recoveries	1,021,054	872,975	1,172,315
Internal cost recoveries	214,240	145,943	(7,873)
Other revenues	50,500	88	-
Central allocations	12,032,942	11,725,527	11,376,420
Total Revenue	**13,318,736**	**12,744,533**	**12,540,862**
Expenses:			
Faculty - Administration	146,817	154,132	144,361
Faculty - Full-time	9,845	7,800	8,034
Faculty - Contract	-	-	-
Teaching assistants	-	-	-
Research	28,795	25,004	23,795
Support/Administration	8,229,330	7,702,716	8,823,489
Other	835,659	444,195	725,140
Total Salaries and Benefits	**9,250,446**	**8,333,847**	**9,724,819**
Operating costs	4,942,284	4,187,080	5,179,918
Amortization of capital assets	-	-	-
Cost of goods sold	-	-	-
Taxes and utilities	139,054	158,525	163,064
Scholarships & bursaries	51,600	1,900	1,600
Interest on long-term debt	-	-	-
Total Expenses	**14,383,384**	**12,681,352**	**15,069,401**
Total Revenue less Expenses	**(1,064,648)**	**63,181**	**(2,528,539)**
Previous Year's Carryforward	**2,089,590**	**2,089,590**	**2,152,771**
Carryforward to Next Year	**1,024,942**	**2,152,771**	**(375,768)**

2006-2007 Results

- The costs associated with the data warehouse project were put forwarded into 2007-8 and therefore the Office of Institutional Research and Analysis came in under budget.
- The Office of the Ombudsperson and Centre for Human Rights came in under budget due to some vacancies in staff positions.
- The Office of Ceremonials, Special Events and Community Relations, now OUECR, also came in under budget as significant savings were made by re-negotiating terms and contracts with suppliers for Convocation.

2007-2008 Budget Plans

- The budget for the Office of the President includes the normal operating expenses as well as funds for the following:
- Decanal searches for the Faculties of Education, Environmental Studies and Fine Arts
- Completing the transition to the new President
- Supporting the University Historian working full-time on writing the history of the University for the 50th Anniversary

Priorities for the President's Division for 2007-2008

1. Implementation of the University Academic Plan

A review of the University Academic Plan (UAP), in light of a detailed environmental scan, will be conducted with the objective of identifying a set of strategic initiatives. These strategic initiatives will be consistent York's heritage, build on York's current areas of strength and meet societal needs.

2. Academic Restructuring

The president will work closely with the Vice-President Academic, deans and other academic leaders to ensure that the development of the resulting structure from the merger of the Faculty of Arts and Atkinson Faculty of Liberal and Professional Studies is consistent with the UAP in enhancing the students' experience, gaining operational efficiency and facilitating research and graduate education.

3. Enhancing the Students' Experience

The president will work closely with all members of the York community, academic administrators, faculty and students to identify initiatives in support of enhancing the students' experience at York. The long-term objective is to raise York's profile as a students-centered institution.

4. Raising York's Profile

The president will engage in a campaign to raise York's profile provincially, nationally and internationally by engaging alumni, friends of the university, government and the media.

5. Fundraising

Meeting the goals of the 50th anniversary campaign is an important priority for the president in 2007-2008. Working through the York University Foundation the president will dedicate the necessary time and resources for this purpose.

THE OFFICE OF THE UNIVERSITY SECRETARY AND GENERAL COUNSEL

Harriet Lewis, University Secretary and General Counsel

Overview

The Office of the Counsel provides on-site advice on a variety of legal problems, monitors all university business that involves legal considerations, co-ordinates and manages the use of external legal counsel and works with operational divisions on the development of policies and procedures.

The University Secretariat administers the bi-cameral governance of the University. Staff organize meetings of the Senate and Board and their committees, provide analytical and research support to these bodies, record their proceedings and communicate their decisions. The Secretariat maintains the University's corporate records.

The unit administers the licensing of the University's names and marks through the University Licensing Board, and oversees the University's records and information management initiative and its compliance with the Freedom of Information and Protection of Privacy Act through the Information and Privacy Office.

In 2006-2007 the unit was allotted $1,599,491. Actual expenditures were $1,622,712, the difference reflecting a planned use of funds carried forward from a previous year. 51 per cent of the budget was expended for the Office of the Counsel and 49 per cent for the Secretariat. The Information and Privacy Office has a distinct budget line which expended $591,104 in the 2006-2007 fiscal year and recovered $707 in fees.

The Office of the Counsel and the Information and Privacy Office both relocated during the year to offices adjacent to the Secretariat, facilitating the completion of the physical integration of the different sections of this division.

ONGOING OBJECTIVES

The ongoing objectives of the offices are:

- To monitor the university's legal matters and to act as counsel on its behalf,
- To build confidence, pride and participation in university governance,
- To implement and maintain good governance practices
- To implement and maintain good communication, publication and storage practices for the records of the university and its governing bodies, and
- To perform duties and responsibilities at a high professional standard

Office of the Counsel

The staffing of the Office of the Counsel was enhanced by the addition of a Director of Legal Services (effective August 1, 2006) who has been successfully integrated into the office and its work. The unit now consists of 4 counsel (including the General Counsel) and 2 administrative staff. A planned addition of one administrative assistant did not occur due to budgetary limitations.

PROGRESS IN 2006-2007

The number of new matters handled by the Office increased by approximately 18 per cent over the number of new matters handled in the previous year.

Figure 1: Paid to External Counsel Year-over-Year (as of 2005-2006 figures include fees paid to counsel for labour negotiations)

2002-2003	$1,010,617
2003-2004	$1,217,390
2004-2005	$1,368,687
2005-2006	$1,403,275
2006-2007	$1,786,246

Figure 2: Legal Work Done by External Counsel: by subject and billed costs

Labour relations, including negotiations	$1,100,744	61.62%
Employment/human resources	$ 115,980	6.49%
Real Property/ planning/construction	$ 158,772	8.89%
Commercial transactions/taxation	$ 214,216	11.99%
Research and intellectual property	$ 42,857	2.40%
Litigation /administrative law	$ 144,877	8.11%
Freedom of information/ privacy	$ 6,118	0.34%
Other	$ 2,682	0.16%

Figure 3: (Estimated) Legal Work Done by Internal Counsel: by subject area and time

Labour Relations	2%
Employment/human resources	10%
Real Property/planning/construction	10%
Commercial transactions/taxation	20%
Research and intellectual property	10%
Litigation/administrative law (including human rights & student conduct)	33%
Freedom of information /privacy	12%
Other	3%

The Information and Privacy Office was created and staffed as planned. Several administrative policies and procedures were amended or replaced and new policies, guidelines and procedures were created in a number of areas. Projects requiring significant legal support included the completion of the sale of Phase III South Lands to Tribute Communities, the Archives project, the releasing of the Ice Gardens, various student related litigation matters, YUFA grievances, YUFA negotiations, harassment investigations, and the continued implementation of the university framework for compliance with the Freedom of Information and Protection of Privacy Act, (FIPPA) as well as the oversight of responses to requests made pursuant to the legislation. The office undertook several client education initiatives and met with its leading clients to discuss and establish service expectations.

PRIORITIES FOR 2007-2008

They include the following:

- Progress on the RIM Project in accordance with the work plan (see below)
- Continuation of an enhanced program of internal client support and reporting.
- Continuation a review of documents, policies and procedures to mitigate risk and improve clarity, transparency and accountability
- Support of the Archives/Research Building project and TTC negotiations

University Secretariat

The Secretariat is comprised of the University Secretary, 4 Assistant Secretaries and 4 additional full-time staff, including an Administrative Officer who serves all units.

PROGRESS IN 2006-2007

Items arising on the agendas of the Board and Senate are reported in other parts of this document. The allocation of resources towards the major functions of the Secretariat has remained stable year over year. Support to Senate and its committees absorbs approximately 60 per cent of the allocation and the Board of Governors approximately 40 per cent , with an in-year increase of the time of the University Secretary and General Counsel to the search for the next president of the university, (concluded in February 2007) and the review of the Board's governance practices.

Figure 4: Number of Meetings of Governing Bodies Supported by the Secretariat 2006-2007

Senate	10
Senate Committees/Sub-Committees	185
Board of Governors	6
Board Committees	31
Presidential Search Committee	26
Other formal meetings and fora	15
TOTAL	**273**

The following major projects in support of stated priorities for 2005-2006 were successfully completed in year:

- Creation by the Senate Academic Policy & Planning Committee of an implementation plan for new University Academic Plan
- presidential search
- decision on the restructuring of the Faculty of Arts/Atkinson Faculty of Liberal and Professional Studies
- revisions to the Rules and Procedures of Senate
- completion of review and revisions to the Tenure and Promotion procedures
- support of the creation of a governance structure for the Faculty of Health
- creation of a revised Handbook for the Board of Governors

PRIORITIES FOR 2007-2008

Specific projects in support of the priority of clarity and transparency in governance for the year to come include:

- review of the Senate Committees and their mandates with a view to clarification and elimination of duplication.
- continued support for academic restructuring initiatives including creation of a new Faculty
- implementation of the realignment of the Board governance structure
- support of a search for the next Chancellor

Licensing Board

The anticipated review of the reporting system was not completed due in part to a changeover in the office of the Assistant Vice President, Business Operations, and is scheduled for the coming year.

Licensing income

2003-2004	$56,850
2004-2005	$40,260
2005-2006	$39,028
2006-2007	$45,922

Proceeds were returned to the community as follows:

- Student awards: $4,000
- T shirts: York Youth Connection: $2,358

PRIORITIES FOR 2007-2008

- Identification and planning for support of promotional projects for 50th anniversary

INFORMATION AND PRIVACY OFFICE

The Information and Privacy Office was created as planned and a full time director and co-ordinator were hired. The office now consists of 3 full time, 1 contract and 3 part time employees who are working on the university's records management framework and on response to information requests. The first year results of the implementation of the Freedom of Information and Protection of Privacy Act are posted on the office web site: www.yorku.ca/secretariat/inforprivacy. Resources of the Office of the Counsel (the time of internal counsel and some administrative support) were re-directed in-year from other activities to address immediate need in this area, which was funded mid-year. 2 sections of the Common Records Schedule were completed: Administration and Governance and Finance.

PRIORITIES FOR 2007-2008

- Drafting and approval of Common Records Schedule sections on Research, Communications and Public Relations, Students, Information Systems and Records Management, and Teaching
- Assisting operating areas in the implementation of the Common Records Schedule
- Ongoing development of materials in support of records management and FIPPA including policies, procedures and tip sheets

OFFICE OF THE OMBUDSPERSON AND CENTRE FOR HUMAN RIGHTS

Selwyn McSween, Acting Ombudsperson and Director of the Centre for Human Rights

The mission of the office is to encourage policies, practices, procedures and systems that are fair, just and equitable to current employees and students of York University. The mandate provides for an independent, impartial and confidential process through which complaints may be pursued about discrimination and unfairness in a university process, application of a process or absence of a process. It is also the mission of the office to ensure compliance with the Ontario Human Rights Code.

We are an autonomous and independent office at arms length from the university community. However we are aware that we function within an integrated community of partners working together to achieve the goals of the university consistent with fairness and equity.

2006-2007

The strategic priorities for the year included:

- Continue to promote the Ombuds and Human Rights functions of our office;
- Build relationships across the university community while adding value to the work of our partners;
- Establish strategic directions and supporting operating procedures;
- Deliver complaint resolution services and effect systemic change where necessary;
- Develop and deliver education and outreach programs;
- Publish an Annual Report containing a full description of the office's work statistics and related information.

All of these objectives were met within the reporting year. Some of them are ongoing.

2007-2008

Priorities over the coming year include a comprehensive public education plan; the establishment of service standards; an evaluation program to benchmark best practices and strategic investigations focusing on the root causes of complaints and their impact upon the larger York community.

ALUMNI AND ADVANCEMENT SERVICES

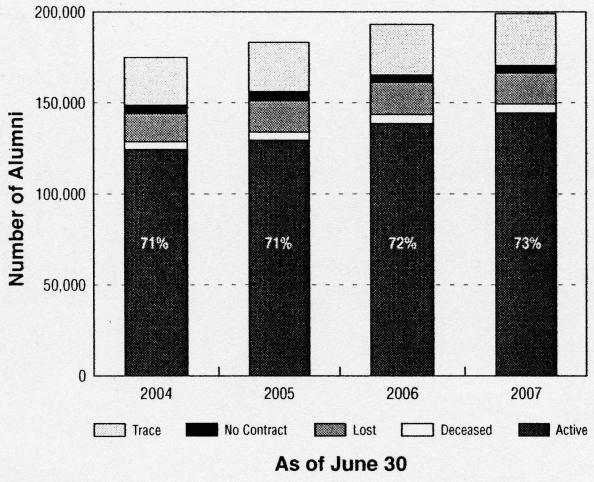
Naguib Gouda, Executive Director

Overview

Alumni and Advancement Services (AAS) supports the academic enterprise by maintaining and managing data for York alumni and friends of York, enhancing the University's reputation through strategic alumni programs and services, fostering strong connections amongst York students and alumni and amplifying York's unique voice in local, national and international contexts.

- Community: In 2006-2007, the number of alumni grew to just under 200,000, far and away York University's largest constituency.

Figure 1: Number of Alumni by Status



Source: ADS

ADVANCEMENT SERVICES

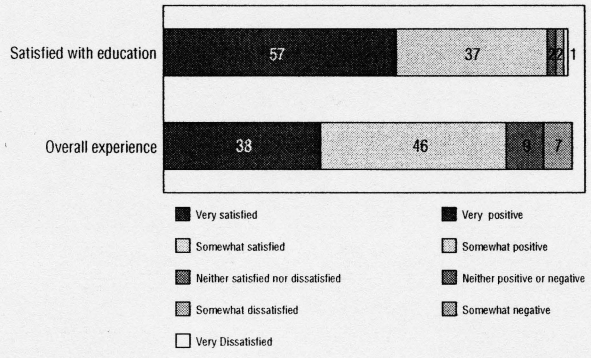
Database Conversion: Re-evaluation of the conversion timeline of our database conversion. The result of the re-evaluation was that we are progressing toward a successful conversion but are required to push the implementation date into 2007-2008.

- Client-Focused Data Management: Addition of new Director of Advancement Services. Client survey to determine how Advancement Services can provide a better service and focus on relationship building with partners.
- Introduced various data restructuring projects which respond to change within York University and YUF:
  - Gift restructuring project to respond to the new faculty of Health
  - Complete overhaul of gift allocations to respond to the reporting needs of the YUF Capital Campaign
- Creation of enhanced reports that provide better accountability to the Deans.
- Various project implementations to support the goals and objectives of our clients:
  - System to accept on-line giving
  - Process development to allow donors to give monthly through bank debit
- Data Integrity: We embarked on various data projects, both manual and automated, to:
  - Evaluate over 270,000 address against Canada Post accepted format and achieved a 97 per cent validation rate
  - Update over 89,000 addresses
  - Find correct employment of over 16,000 individuals
  - Add or update over 36,000 phone numbers
  - Verify addresses as they are being entered into the system with specialized software
  - Standardize country codes and addresses for key international areas
- Call Centre:
  - Employed 144 students
  - Contacted over 78,000 alumni and donors to seek financial support and to inform them of changes and improvements to the university
  - Kept alumni informed regarding events, affinity programs and initiatives
  - Improved training material to ensure maximum effectiveness
  - Achieved five nights of over 100 pledges – a call centre first!

ALUMNI OFFICE

Research and Strategy: Phase One of the research project, focused on alumni of undergraduate programs, allowed the Alumni Office (AO) to develop a number of new strategic directions, including new programs specifically for recent graduates, a renewed emphasis on the Perks (affinity) Program, and a pilot project to offer intellectual/research oriented programming.

Figure 2: Undergraduate Alumni Satisfaction with the York experience



Source: ADS

Undergraduate alumni interest in proposed alumni programs

	Top 3 box (Score of 7, 6 or 5) %
Continuing education to further professional skill sets or academic interests	68
Access to discounts for products and services that I use	53
Professional speaker sessions or intellectual events	48
Communications on what is happening at York and with York alumni	42
Networking events and other career-related programs	39
Student mentorship program	38
Online alumni directory and community	36
Social or cultural events for alumni	31
Reunions	26
Participating in recruitment programs for the university	24

Phase Two of the research program, focusing on alumni of graduate and professional programs, including MBAs and LLBs, was executed, with research results to be presented in 2007-2008

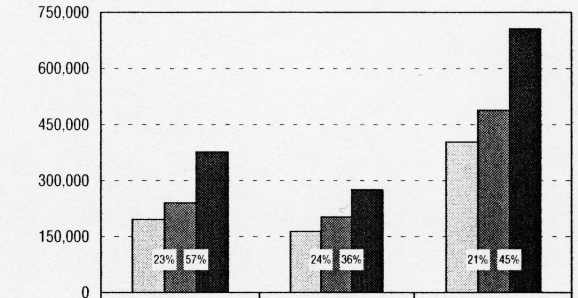
Perks (Affinity) Program: AO continued to expand current programs with two new sports/entertainment partners, started initial discussions with a new travel/accommodation provider to complement Hertz program, and conducted archival filing project, allowing for year-over-year metrics and tracking of program growth.

Total Perks (Affinity) Transactions

	Total Transactions	Percent Growth
2002	21,627	n/a
2003	42,588	97%
2004	45,652	7%
2005	48,038	5%
2006	50,761	6%

Communications: 2005-2006 saw the continued development of Alumni Office communications along with marked improvements in the Office's ability to track the success of its communications vehicles, such as the *Alumni Matters* e-newsletter, via a number of new measurement techniques.

Figure 3: Alumni Web site traffic, 2004-2005 vs. 2005-2006 vs. 2006-2007



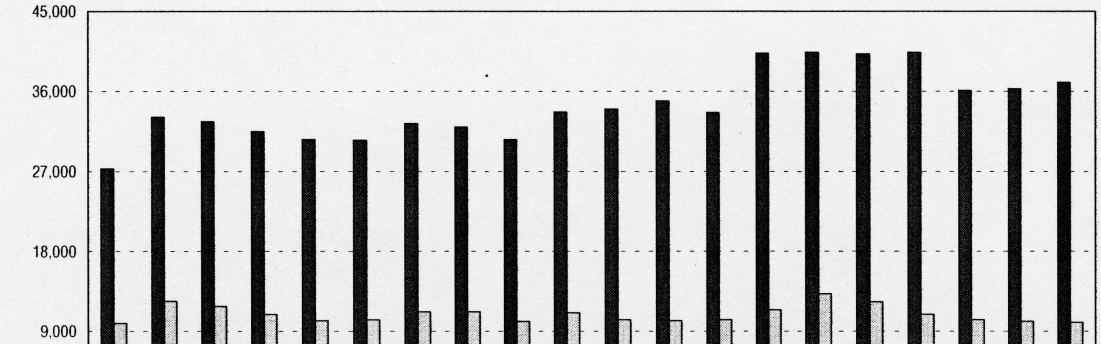
	Sites	Visits	Pages
2004–2005	196,100	163,643	403,385
2005–2006	240,316	202,575	488,300
2006–2007	376,705	275,557	706,685

Definitions
Sites: The number of unique IP addresses/hostnames that made requests to the server.
Visits: Indicator of when a remote user makes a request for a page on your server for the first time.
Pages: Page impressions; a request to load a single page of the website.

Source: Alumni Office

Events: AO hosted events in the GTA, across Canada and around the world, including new events in the GTA, Ottawa and New York. New initiatives inspired by our research findings included a number of events specifically for recent graduates, and a pilot educational event featuring alumnus and astronaut Dr. Steve MacLean which brought over 400 people to campus. In addition, the AO sponsored and/or promoted events hosted by other groups/units, from Schulich's Connect 2006 conference to the Sport Hall of Fame Dinner.

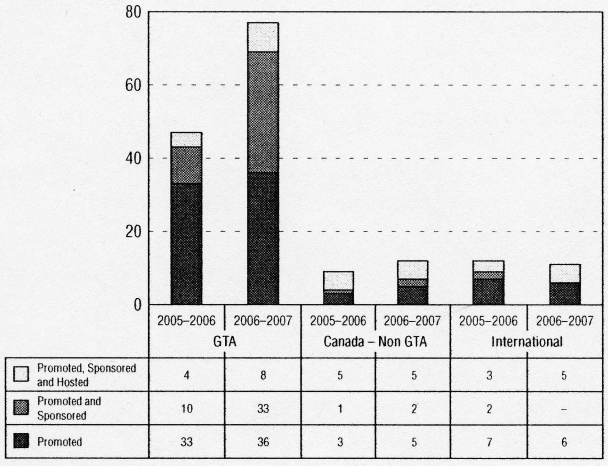
Figure 4: Alumni Matters – Subscribers and Message Opens



	Aug.	Sept.	Oct.	Nov.	Dec.	Feb.	Mar.	April	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	April
	2005					2006											2007			
Sent	27,3	33.1	32,6	31,4	30,6	30,5	32,4	32,0	30,6	33,7	34,0	34,9	33,6	40,3	40,4	40,2	40,4	36,1	36,3	37,0
Opened	9,90	12,4	11,8	10,9	10,2	10,3	11,2	11,2	10,1	11,1	10,3	10,2	10,3	11,4	13,2	12,3	10,9	10,3	10,1	10,0

Source: Alumni Office

Figure 5: Alumni Events by Location and Level of Involvement 2005-2006 vs. 2006-2007



	2005–2006 GTA	2006–2007 GTA	2005–2006 Canada – Non GTA	2006–2007 Canada – Non GTA	2005–2006 International	2006–2007 International
Promoted, Sponsored and Hosted	4	8	5	5	3	5
Promoted and Sponsored	10	33	1	2	2	–
Promoted	33	36	3	5	7	6

Source: Alumni Office

- Governance: York University Alumni Association (YUAA) Board continued its governance work, passing a new Statement of Purpose and laying the groundwork for a significant revision of it By-Laws and Mission Statement in early 2007-2008
- Alumni Groups: AO helped launch two new Alumni Groups — the York is U Alumni Chapter and the York University Black Alumni Chapter — and worked with a number of other groups to lay the foundations for a number of additional groups to launch in 2007-2008.
- Metrics: AO introduced new tracking/metrics system for Affinity Programs, along with improved metrics for events, communications vehicles and AO Web site. Development of alumni connectivity index was delayed due to database conversion project, but will take place in 2007-2008.

Plans for 2007-2008

Advancement Services

- Re-establish a privacy working group in conjunction with the Information and Privacy Office to ensure highest standards of privacy protection as it relates to our enterprise database and filling system
- Complete the database conversion
- Initiate a document scanning project starting with our gift processing area and then encompassing the rest of the department
- Establish business rules that are industry "best practice" and ensure success with database implementation
- Support the needs of the Advance Project Office through staff resources and expertise while continuing to respond to partners needs to ensure success in their priority projects.

Alumni Office

- Continue development of programming for recent graduates: new events, services, communications, etc.
- Continue growth of Perks Program transactions and add at least one new affinity partner in the travel/leisure segment to complement existing Hertz partnership
- Analyse results of Phase Two of the research program; disseminate and implement findings
- Develop additional AO metrics, with a particular focus on analysis of offerings for recent graduates and on improving AO efficiency
- Improve performance metrics and trend analysis across AAS, including development of alumni connectivity metric
- Continue roll-out of new alumni Chapters & Branches, with new groups in areas of strategic importance for the University, including New York, Hong Kong, and College-based groups
- Increase number of AO-hosted, GTA-based events, with focus on events for recent graduates
- Increase readership for both alumni e-newsletter and alumni web site, along with membership in the YORKinCommon online community

OFFICE OF INSTITUTIONAL RESEARCH AND ANALYSIS

Glenn Craney, Executive Director
David Smith, Director

Overview

The Office of Institutional Research and Analysis (OIRA) supports the work of the University Executive Committee by coordinating central data collection, analysis and reporting. In addition to the staff in the Management Information and Institutional Analysis groups, the OIRA draws together the resources of the senior data analysis and planning staff from each of the vice-presidential areas. OIRA also takes responsibility for the production of the annual Planning, Budget and Accountability Report (PBA).

Results for 2006-2007

In addition to meeting all institutional requirements for statistical reporting and responding to specific requests for analysis from the university executive the OIRA group has addressed the six priorities identified in last year's PBA report.

1. Participation with the Office of the Chief Information Officer (CIO) in the development of a data warehouse pilot project.

The pilot was successfully completed in May 2006 and found broad support by the university community. Plans are currently underway with the Office of the CIO to build a formal RFP for an enterprise data warehouse and begin work on the first stage of the roll out.

2. **Further development of the use of the NSSE and CGPSS surveys of student engagement and satisfaction.**

York participated in the 2007 Canadian Graduate and Professional School Survey (CPGSS) along with all other Ontario Universities in the winter of 2007.

The results of NSSE and CGPSS were broadly disseminated through the community through several important events including the Academic Planning and Priorities Committee of Senate's full day forum on the Student Experience as well as several Faculty council meetings. A NSSE steering committee was struck late in the year which included membership from the Vice-President Academic, Vice-President Students and the Office of Institutional Research and Analysis. The purpose of this group is to better understand York's NSSE results and consult with the community on best practices to use NSSE data to improve the student experience. Additional NSSE results will be shared in reports to be published in Fall 2007.

York will again participate in the Before University Survey of Student Engagement (BUSSE) in the Summer of 2007 and the National Survey of Student Engagement in Winter 2008.

3. **Further development of performance measures for the Board of Governors and provincial government through the Multi-Year Agreement process.**

York's Multi-year Accountability Agreement was submitted to the Ministry of Training, Colleges and Universities in September 2006 and was subsequently signed by the Minister. The agreement contained a number of key performance indicators on new faculty hires, faculty-student ratios, retention rates, class sizes and graduation rates. The Multi-year Agreement can be found at: http://www.yorku.ca/presidnt/news/index.html

In the Fall of 2007, York participated with all Ontario universities in the Common University Data: Ontario (CUDO) exercise which provides data on a number key elements including admissions data, faculty counts, student-faculty ratios, retention rates, class sizes, student experience data. York's CUDO can be found at www.yorku.ca/oira/reports.html. Work continues with the Council of Ontario Universities on additions and refinements to the data set.

4. **A new major review of the changing retention rates through the double cohort period and beyond.**

A committee was struck in the winter of 2007 to examine retention at the university. Key findings of the analysis include retention has been increasing steadily over time, students who come to university directly from Ontario secondary schools are more likely to be retained than students who entered as mature students, from college, from other universities or from the workforce, and the retention rate of the so-called "double cohort" group who entered York in the Fall of 2003 was significantly higher than those who came both before and after. A full report on the findings of the study will be published in Fall 2007.

5. **Work with the Office of Research Services (ORS) to clean up research data and develop Contracts module.**

Work continued on the clean up of the research data but more remains to be done before the new on-line Contracts module can be developed. Work on the contracts module has been postponed to 2007-2008.

6. **Implementation of the recommendations of the OIRA review in preparation for the transition to a new Executive Director.**

The President approved the recommendations of the OIRA review, all of which are currently completed or in progress. In January 2007, the new Executive Director was appointed.

Other Major OIRA Reports

In 2006-2007, in addition to fulfilling its responsibility for all government enrolment reporting and responding to the specific priorities identified above, the OIRA group has focused on a number of additional specific projects, as identified by the university executive. These projects have included the following:

- Analysis on the demographic changes to the GTA in general and York Region in particular;
- Analysis of the optimal size of Canadian Universities;
- Analysis of the funding requirements for graduate students; and
- Analysis of classroom use.

OIRA Priorities for 2007-2008

In 2007-2008 the priority for OIRA will continue to be meeting the requirements for government reporting and other projects as identified by the University Executive Committee.

In addition to government reporting, maintenance of the fact book and specific projects initiated by the university executive, OIRA priorities will include the following:

1. Continued participation with the Office of the CIO in the development of a RFP for data warehouse pilot tool and the roll out of the first stage of an enterprise data warehouse for the university;
2. Work with the Vice-President Academic and the Vice-President Students to better understand the results of NSSE and CPGSS and consult with the community on best practices to use NSSE to help improve the student experience.
3. Further development of performance measures for the Board of Governors and provincial government through the Multi-Year Agreement process;
4. Develop a new Environmental Scan to support long-term planning at the University
5. Complete the revision of the Contracts module for the Office of Research Services.
6. Review the current enrolment projection model in light of the results of last year's retention study.

MARKETING & COMMUNICATIONS DIVISION

www.yorku.ca/ycom

Richard Fisher, Chief Marketing Officer (CMO)

Overview

Like all universities, York has to compete in the marketplace for the best students, faculty and staff. The aim of the division is to ensure that our strategic focus as the interdisciplinary University is represented consistently and professionally in the ways we market, recruit, publicize and report under the 'redefine the possible' banner. This work becomes increasingly important as the competition among post-secondary institutions continues to intensify. The milestone of York's 50th anniversary in 2009 will be an important opportunity for York to get its message across to a much wider public.

The Division comprises three units – Account Direction (branded communications), Media Relations and Publications – directed by Laurence Boucher, Alex Bilyk and Berton Woodward respectively. These units strive to promote the University's priorities as expressed in the *University Academic Plan* and other strategic institutional documents in an integrated, consistent and coherent manner. In addition to these long-term strategic goals the University has myriad short-term communications requirements that help York fulfill its mission from year to year.

The CMO plays a key role in representing York's voice to our partners in the wider University community, as chair of the Council of Ontario Universities' communications committee OUPAC from 2005-2009, and as a resource to the COU's government relations group GCRC. The CMO also sits on the Communications & Marketing Committee of the Coalition of Urban & Metropolitan Universities, a North American body representing urban 'commuter' universities.

OVERALL STRATEGIC PRIORITIES FOR THE MARKETING & COMMUNICATIONS DIVISION IN 2006-2007: REPORT

- To bring clarity to York's mission through clear and consistent Communications
  - York continued to develop and focus its interdisciplinary positioning through clear, consistent communication to all targets via the Web site and media relations, to reputation influencers via brand advertising, directly to potential undergrad and grad students via admissions materials and to the wider academic community via academic publications.
  - Two sets of independent research in 2005-2006 have shown that York's reputation is increasing among Canadian University entrants and alumni respectively. (A new omnibus survey has been commissioned for 2007).
  - In addition, the Globe and Mail University Report Card shows high current student satisfaction in general and across most University functions.
- To focus on York's strategic priorities, particularly in the areas of graduate studies, research and health.
  - A tactical advertising campaign was undertaken to support York's first graduate open house
  - A continued focus on research in all three units of the Division included the launch of The Tubman Centre and CITY, the City Institute at York University.
  - The launch of the York University Foundation's 'York to the Power of 50' fundraising campaign highlighted York's academic priorities in all of these three key areas.
  - The promotion of the Bank Of Montreal gift to the Glendon School of Public Affairs was widely covered.
  - The launch of NASA Space Shuttle Atlantis with York alumnus Steve Maclean achieved wide coverage.
  - The M&C Division played a strong role in the success of the 75th Congress of the Social Sciences and the Humanities held at York in May-June 2006.
  - The University with YUDC announced the designation of York as the new home for the Archives of Ontario complex incorporating the new York Research Tower.
- To prepare and begin roll-out of York's plans for 50th anniversary in 2009.
  - The York University Foundation's "York to the Power of 50' fundraising campaign was launched in October 2006 with a target of $200M and has already garnered $110M.
  - Structural groundwork has been laid in the past year at the committee level to begin planning for the rollout of the 50th Anniversary celebrations in January 2009. Advance planning and consultation around key initiatives is progressing on schedule.
- To build York's reputation through North America-wide leadership in the marketing & communications area.
  - York captured 16 awards in USA and Canada for branding, media relations (most notable gold and silver awards from CCAE & CASE) and publications-related work (including Alumni Office materials), most notably two silver awards for best internal publications in North America for YorkU magazine and Ylife, York's student e-newsletter.
  - Building on our North American Grand Gold in 2005 for branding and media relations, York is now established across North America as best practice leader in university marketing. CMO has presented to both North American and Commonwealth annual branding conferences in the past year.

Budget

The details of the Marketing & Communications Division's expenditures and forward budget are set out in the following table. The divisional budget represents only those initiatives originating within the division. The Division also directed well over 500 marketing & communications projects on behalf of, and funded by, our partners within the University.

Marketing & Communications Division

	Operating Results by Expense Type		
(Dollars)	2006-2007 Budget	2006-2007 Actuals	2007-2008 Budget
Revenue:			
External cost recoveries	127,955	175,031	182,003
Internal cost recoveries	35,911	-	40,006
Other revenues	-	-	-
Central allocations	3,521,893	3,538,855	3,832,307
Total Revenue	**3,685,759**	**3,713,886**	**4,054,316**
Expenses:			
Faculty - Administration	-	-	-
Faculty - Full-time	-	-	-
Faculty - Contract	-	-	-
Teaching assistants	4,080	-	-
Research	6,000	8,662	-
Support/Administration	2,258,938	2,015,628	2,191,719
Other	208,000	299,367	363,000
Total Salaries and Benefits	**2,477,018**	**2,323,657**	**2,554,719**
Operating costs	1,184,808	1,536,358	1,463,192
Amortization of capital assets	-	-	-
Cost of goods sold	-	-	-
Taxes and utilities	23,933	32,280	34,769
Scholarships & bursaries	-	-	-
Interest on long-term debt	-	-	-
Total Expenses	**3,685,759**	**3,892,295**	**4,052,680**
Total Revenue less Expenses	**-**	**(178,409)**	**1,636**
Previous Year's Carryforward	**481,822**	**481,822**	**303,413**
Carryforward to Next Year	**481,822**	**303,413**	**305,049**

Anticipated budget pressures are due to the need to fulfill the University's long-term strategic priorities plus the 50th anniversary fund raising and awareness campaigns, while maintaining funding for the annual priorities such as recruitment, on- campus campaigns and reputation branding.

OVERALL STRATEGIC GOALS FOR MARKETING & COMMUNICATIONS DIVISION IN 2007-2008

- *To bring clarity to York's mission through clear and consistent communications (ongoing)*
- *To focus on communicating York's long-term strategic priorities:*
  - research (e.g. via space program and new Sherman Health Science Research Centre);
  - graduate studies;
  - Health (to support new Faculty);
  - York's role at the heart of the GTA and as the university for York Region
- *To make final preparations and begin roll-out of York's plans for 50th anniversary in 2009.*
  - To continue to support the already launched York University Foundation "York to the Power of 50" fundraising campaign.
  - To prepare and begin roll-out of the University's plans for 50th anniversary 'York to the Power of 50' campaign.
- *To continue to add further independent measurement tools to gauge the effectiveness of York's marketing & communications activities.*
  - Cormex media measurement (ongoing);
  - Acumen omnibus survey
- *To build York's reputation through North America-wide leadership in the marketing & communications area (ongoing).*

COMPUTING AND NETWORK SERVICES

Planning and Implementation 2006-2007

SUPPORT FOR TEACHING LEARNING AND RESEARCH

- Conducted a review of video-conferencing facilities and their use. Development of final recommendations carried over to 2007-2008.
- Completed consultation and recommendations related to improving CNS support for research computing and began implementation. Hired a full-time Manager - Research Computing.
- Through a consultative process with faculty, evaluated options for "learning management systems". Concluded with the recommendation to introduce support for "Moodle" for fall 2007 along with existing support for WebCT 4.
- Conducted a successful trial of personal response systems ("clickers") technology involving 4 faculty in 6 courses involving over 1,300 students.
- Continued the "pilot" of online course evaluations within the Faculty of Arts, moving the system to production in spring 2007 and making it available to all courses in Arts.

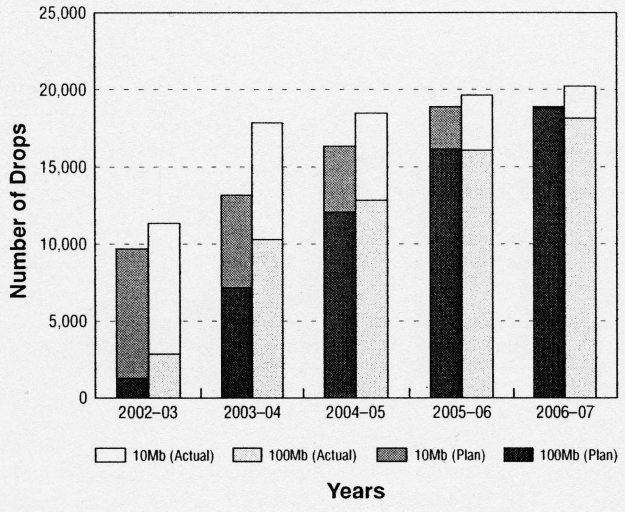
SERVICES FOR STUDENTS AND STUDENT INFORMATION SYSTEMS

- Implemented changes within the student information system to support the successful admission and enrolment of students in the new Faculty of Health.
- Continued work with the Division of Student Services on web-based degree audit for students continued, however "launch" of the systems for student use was not accomplished.
- A web-based system for the electronic upload of grades was first piloted and then entered production use in May 2006.
- Developed a "proof of concept" student portal in fall 2006 and conducted extensive consultations on required/desired features and functionality through fall/winter 2006-2007.

INFRASTRUCTURE SERVICES AND OPERATIONAL SUPPORT

- Network infrastructure renewal plans were altered to accommodate changes in access to buildings (notably Ross and BSB). Renewals were completed in Founders, MacLaughlin (non-residential areas), Physical Resources Building and the Glendon Campus.

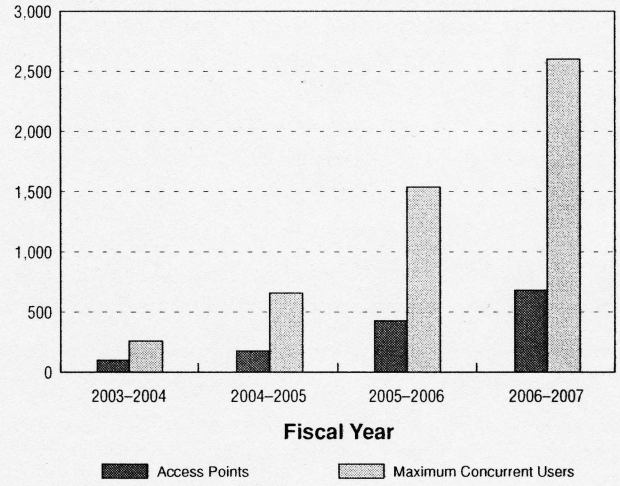
Figure 1: Network Renewal Progress



Source: CNS

- AirYork wireless service coverage was extended, adding 256 access points and seeing a 68 per cent increase in peak utilization.

Figure 2: Wireless Growth and Useage



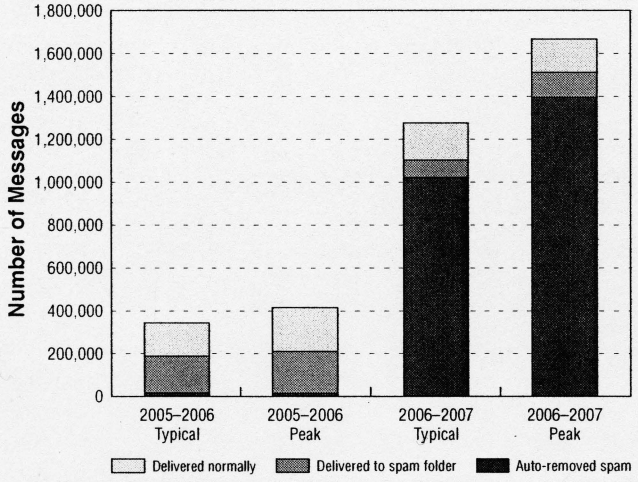
Source: CNS

- Progress continued on the implementation of the University disaster recovery plan: installation of new fibre to provide redundancy for network recovery; updating of the recovery procedures; renovation of a small, second data centre location on the Keele campus for network redundancy and crucial systems recovery.
- A capacity review of the Steacie data centre was completed leading to significant upgrades of the facility's power and cooling systems.
- Aspects of the Network Architecture Review, related to capability for redundancy and disaster recovery were completed. Further review carried over to 2007-2008.
- Renewal of the central data storage system (supporting central administrative systems, central email, web services among other systems) was begun with the acquisition of new hardware in April 2007.
- All university voicemail users were successfully migrated to a new voicemail system in February 2007. CNS and a small number of users began a trial of the "unified messaging" features available with the new system.
- Improvements were made to the central Lotus Notes infrastructure to improve performance and stability resulting in significant improvement in application availability by March 2007. By the end of April 2007 all central users had been migrated to new servers and 15 per cent had been fully upgraded to the new version of the application.
- A pilot project, sponsored by the Executive Director – OIRA and the CIO, to examine the potential benefits for the use of a "data warehouse" approach to delivering management information was initiated in fall 2006 for completion by May 2007.

Additional Accomplishments

- CNS worked with the Faculty of Health to take on the Faculty's information technology support beginning in May 2007. Through 2006-2007 CNS worked with Faculty of Arts and Atkinson OCTES on a successful transition of service.
- Completed a new "My Convocation" application to improve the convocation experience for students.
- Supported the redesign of fee assessment in SIS in order to implement a new tuition regimen.
- Supported the VPRI led initiative to have York University join as the lead Canadian University on the "World Community Grid".
- Completed renewal of the William Small Centre "computing commons" with the replacement of 143 computers.
- Deployed an application to monitor lab computer usage to 784 computers in CNS managed facilities.
- Improvements were made to the University email filtering systems to deal with a dramatic rise in volume of "spam" email.

Figure 3: Email Message and "Spam" Volumes



Source: CNS

- A number of organizational changes were made within CNS to more closely integrate the CNS telecommunications and data network support and operations groups and streamline support for students and the community.

Planned Initiatives Not Started

- Implementation of a "storefront" to ease access to commonly required software, carried forward from 2005-2006, was again delayed and will be implemented in summer 2007.
- Application architecture review, carried forward from 2005-2006, will be incorporated into a new IT strategy process.

Budget

The budget for computing and network services represents expenses related to all of the groups except York Telecommunications, which is managed as a University ancillary operation (reported separately).

Computing and Network Services

	Operating Results by Expense Type		
(Dollars)	2006-2007 Budget	2006-2007 Actuals	2007-2008 Budget
Revenue:			
External cost recoveries	782,812	821,774	765,812
Internal cost recoveries	1,269,898	1,893,606	1,707,055
Other revenues	-	-	1,200,969
Central allocations	16,200,256	16,047,824	16,388,290
Total Revenue	**18,252,966**	**18,763,204**	**20,062,126**
Expenses:			
Faculty - Administration	-	-	-
Faculty - Full-time	-	-	-
Faculty - Contract	-	-	-
Teaching assistants	-	-	-
Research	-	-	-
Support/Administration	10,421,001	9,657,358	12,189,962
Other	470,000	327,280	580,000
Total Salaries and Benefits	**10,891,001**	**9,984,638**	**12,769,962**
Operating costs	9,320,188	9,969,750	7,405,271
Amortization of capital assets	-	-	-
Cost of goods sold	1,200	1,522	1,200
Taxes and utilities	366,396	335,009	382,996
Scholarships & bursaries	-	-	-
Interest on long-term debt	-	-	-
Total Expenses	**20,578,785**	**20,290,919**	**20,559,429**
Total Revenue less Expenses	**(2,325,819)**	**(1,527,715)**	**(497,303)**
Previous Year's Carryforward	**2,907,386**	**2,907,386**	**1,379,671**
Carryforward to Next Year	**581,567**	**1,379,671**	**882,368**

Actual expenses for 2006-2007 were lower than budget in large measure due to delays in hiring into budgeted positions. The CNS budget for 2007-2008 sets out a small overall increase in expenses. Budgeted expenses do show a large increase in salaries and benefits of approximately $2.7 million. Over half of this increase is due to reorganization within CNS which has brought positions, formerly within telecommunications, into the new CNS infrastructure operations group and positions transferred in from the Faculty of Arts relating to support of the Faculty of Health. The remainder of the increase stems from an increase of $200K in external fees for planned projects (IT strategy development, student portal, identify management and document management) and plans to fill positions that have been previously budgeted.

Planning Priorities for 2007-2008

Computing and Network Services annual operational plans are driven by the University's information technology strategic priorities as outlined in the I.T. Strategy "Update" Plan finalized in mid-2005.

That strategy highlighted the need to bring to a conclusion the key infrastructure initiatives originally set out in the 2001 I.T. Strategy and to begin to take steps to leverage that infrastructure through enhanced teaching, learning and research support and improved administrative processes. The strategy also pointed to the need to begin building the groundwork for future initiatives focussing more in the application arena by improving knowledge of our application environment and building our organization to support increasingly challenging applications of information technology.

The University Academic Plan remains an important part of the planning context as well: the need to invest in research infrastructure, improve the student experience, appropriate use of technology to enhance teaching and learning; and the need for better information. All of these themes have had their influence on the priorities that have been defined for 2007-2008.

A major priority for CNS for the coming year is to initiate a process to develop a new I.T. strategy for the University. The last full IT strategy process at York was completed in 2001 and was augmented by a series of updated recommendations in 2005. A number of factors point to the need to engage in the development of a new IT strategy for York. A good deal has changed at York, within the University's competitive environment, and of course within the technology realm since the last IT strategy exercise. In particular, the opportunities to leverage information technology to support the University's teaching and research missions as well as the administration of the academy grow more significant with each year. It is important that the University enter into a process that maximize these opportunities through the development of a plan that ensures a close link between the Universities priorities and its investments in information technology.

SUPPORT FOR TEACHING LEARNING AND RESEARCH

- Introduce support for the "Moddle" learning management system for September 2007.
- Complete recommendations related to the video-conferencing review and revise related service offerings and technical standards.
- Implement broad support for "clicker" technology for use in teaching.
- Implement recommendations from the research computing support strategy including:
  - Development of a clear service "catalogue";
  - Technical consultation for grant and proposal preparation;
  - Increased systems administration capacity;
  - Implementation of a data storage/backup service;
  - Facilitate use of existing shared computing resources (e.g., SharcNet).

SERVICES FOR STUDENTS AND STUDENT INFORMATION SYSTEMS

- Implement a student portal to further the integration of services and communications to students (production for 2008 incoming students).
- Implement new functionality in SIS to support graduate enrollment (GEM).
- Implement a student "self serve" online advising appointment system.
- Work with the Offices of the Registrar to implement web-based degree audit (carried forward).

INFRASTRUCTURE SERVICES AND OTHER INITIATIVES

- Bring the network renewal to completion, addressing the buildings postponed in 2006-2007: the Ross building, Behavioural Science Building and Stong (Osgoode postponed and to be done in conjunction with building expansion plans).
- Complete the renewal of the central data storage facilities.
- Implement the "unified messaging" elements of the new voice mail system.
- Initiate planning leading to the replacement of the Glendon portion of the University telephone system.
- In collaboration with other IT groups develop plans for the transition to new versions of Microsoft Windows and Office.
- Investigate opportunities and supporting technologies for improving "collaborative" work (e.g., document sharing, workflow etc.).
- Conduct a review of existing technology used to support file/print services and make recommendations for future direction.
- Select and implement a web-based content management system that will be available for use in creation and management of University web sites.
- Implement a web-based "storefront" to improve access by faculty, staff and students to software available under special terms to the University.
- Complete the selection, via an RFP process, for new applications to support "identity management" functionality (e.g., single logon, account provisioning and management).
- Complete a review of opportunities for the use of "document management" and make recommendations for future direction.
- Complete the datawarehouse "pilot project", and upon approval, move to planning and implementation of an enterprise datawarehouse.

Division of the Vice-President Academic

Sheila Embleton, Vice-President

Overview

The Division of the Vice-President Academic (VPA) has responsibility for the development and implementation of academic plans. In so doing, the Division works closely with the University Senate, the Board of Governors, and other university bodies, as well as provincial and other bodies such as the Council of Ontario Universities, the Ontario Council of Academic Vice-Presidents, and the Association of Universities and Colleges of Canada. Areas of specific responsibility include: leadership in enrolment planning, faculty complement planning, planning for new academic program initiatives, internationalization, and the student academic experience.

ACADEMIC PLANNING FRAMEWORK

Academic planning is shaped by both internal and external factors. Internally, academic priorities are identified in the University Academic Plan (UAP). The 2005 UAP provides directions for planning and objectives against which initiatives and progress can be measured:

- development of a more research-intensive university;
- enrolment planning with particular attention to substantial growth at the graduate level;
- promotion of health initiatives;
- enhancement of the student experience;
- expansion of international activities;
- distinctiveness based on innovation and interdisciplinarity;
- attention to identity and reputation of York; and
- review of structures to support academic priorities.

Academic planning is of course also affected by external factors including government policy decisions with regard to funding (grants and capital), tuition, and priorities; demographic factors; and changes in the postsecondary education system.

Implementation of Plans and Strategic Directions for 2006-2007

The 2005-2006 *Planning, Budget and Accountability* report identified a number of planning directions for the VPA Division for 2006-2007; following is an update on progress towards those plans.

1. ACADEMIC INITIATIVES

Faculty of Health

In accordance with priorities relating to the consolidation and profile of health-related activities at York, the new Faculty of Health was formally established on July 1, 2006 under the leadership of Dean Harvey Skinner. Over the year significant efforts have been devoted to the establishment of the Faculty's strategic directions, building its administrative team, curricular consolidation, establishment of governance structures, and refinement of budgets, student supports and enrolment planning. Progress has been made in establishing and communicating the Faculty's profile to the community. An important achievement is the Faculty's selection to house a Chair in Women's Mental Health with funding from the Ontario Women's Health Council.

Further details with regard to the Faculty's implementation and objectives are provided in the Faculty of Health section of this report.

New Program Initiatives

New programs respond to student interests and support UAP priorities, particularly in relation to innovation and interdisciplinarity and the quality of students' educational experience; they are also an important component of plans to grow and diversify. The majority of new program initiatives described as in development in the 2005-2006 PBA, particularly those at the graduate level, reached fruition in 2006-2007; some are still in development and some entirely new initiatives emerged. Several are interdisciplinary endeavours involving multiple Faculties/programs. The following new initiatives were approved by the Senate in 2006-2007:

Undergraduate Programs:

- Children's Studies program
- Jewish Studies program
- Race, Ethnicity and Indigeneity program
- International BAs in Italian, History, and Computer Science (Arts)
- International BA (Glendon)
- Italian Culture (minor)
- Stream in Software Development (Computer Science)
- BEd in French as a Second Language (to be taught at Glendon)
- LLB/LLM between Osgoode and New York University Law School
- incorporation of a public service component in the Osgoode LLB curriculum
- Professional Certificate in Information Technology Auditing and Assurance
- Certificate in Aboriginal Studies
- Certificate in Dance Science
- Certificate in Urban Ecologies
- Transition Year Program

Graduate Programs (Note: some programs are pending OCGS approval):

The year 2006-2007 saw unprecedented graduate program development in support of plans to expand graduate enrolments; particularly noteworthy are new doctoral programs in Fine Arts, several of which are unique in Canada.

- PhD in Art History and Visual Culture
- PhD in Cinema and Media Studies
- PhD in Visual Arts
- MASc in Computer Engineering
- MA in Disaster and Emergency Management
- Masters in Public and International Affairs in the new School of Public Affairs at Glendon
- Two-Year MSW and PhD in Social Work
- MA and PhD in Socio-Legal Studies
- PhD in Critical Disability Studies
- PhD in Human Resources Management
- PhD in Linguistics and Applied Linguistics
- Primary Health Care Nurse Practitioner Field in the MScN
- specialization in Business Law for International Students in the Osgoode LLM
- Graduate Diploma in Health Psychology
- Graduate Diploma in Post-Secondary Education
- Graduate Diploma (Type 4) in Teaching Movement

To assist in planning and to ensure that appropriate consultations with related/affected units are undertaken early in the planning for potential new programs, Senate APPC and the Vice-President Academic have established an "early warning" system whereby units developing proposals inform the VPA and the committee well in advance of their submission for approval.

Among the major new initiatives now in development/under consideration are the following:

Undergraduate Programs:

- BA in Portuguese Studies
- New degree (Arts and FSE): Bachelor of Science and Arts
- BA in Mathematics for Education
- Program combining biology and international development studies
- Expansion of iBA (International BA) options and development of iBFA opportunities
- BAS in Health Administration
- 90-credit degree in Kinesiology and Health Science
- BScN (direct entry)
- Pre-professional program in Health
- Marketing stream in BAS ITEC
- BAS in Disaster and Emergency Management
- Expansion of specialized programming in Administrative Studies (e.g., accounting, finance, marketing)
- Human Rights and Equity Studies program
- Interest in a number of areas in expanding "experiential education" opportunities

Graduate Programs:

The development of innovative and attractive new graduate programs in areas of priority is a critical component of plans to increase enrolments at the graduate level.

- MA and PhD in German Cultural Studies
- PhD in Dance
- MA/PhD in Health
- MA in Information Systems Technology
- MA/PhD in Rhetoric and Writing Studies
- MA/PhD in Indigenous Thought
- Masters program in Financial Accountability
- Masters program in Logistics and Transportation Management
- MSc (or similar specialist degree) in business in Schulich
- Graduate program in Creative Writing
- Graduate diploma in Neuroscience
- Expansion of options in graduate Nursing program, e.g, possible Post-RN MScN, MScN (distance and modular), PhD

More details about planned new initiatives are provided in Faculty sections.

In accordance with the directions described in the University Academic Plan, and in response to healthcare needs in the region and the province, opportunities in relation to the expansion of science and applied science activities and the establishment of a medical school at York will continue to be explored in the coming year.

Review of Academic Structures

The University Academic Plan mandated a review of, and possible changes to, academic structures on the Keele campus, in support of academic priorities relating to profile and the student experience. The need for such a review has also been signalled in undergraduate program reviews. The restructuring process has been under way for a number of months, led by the Vice-President Academic, in collaboration with relevant Deans and unit heads, and overseen by APPC. Guiding principles/objectives set out for restructuring included:

- development of coherence and sense of common purpose of units
- enhancement of visibility of York's strengths
- enhancement of the research culture and graduate studies
- improvement in clarity for students and others
- reduction or elimination of duplication of programming
- facilitation of coordination and planning in relation to enrolments and resources
- promotion of rebalancing and diversification of programs

Thus far, a number of restructuring initiatives have reached fruition, including those relating to the new Faculty of Health and programs in Fine Arts, natural science, information technology, and public policy.

In 2006-2007:

- Colleagues in Mathematics and Statistics units reached agreement on program amalgamation; faculty members from Arts and Atkinson transferred to the Faculty of Science and Engineering in January 2007 and programs and students will follow in summer 2007.
- Extensive consultations with regard to options for restructuring involving programs currently offered in Arts and Atkinson culminated with Senate approval, in April 2007, of the establishment of a single new Faculty (with the working title "Faculty of Humanities and Social Sciences) encompassing programs in the humanities and social sciences. This single-Faculty structure is broadly viewed as having the potential to best serve students' needs, to eliminate program duplication and ensure clarity for the audiences and communities York serves, to support interdisciplinarity in teaching and research by reducing boundaries, and to offer opportunities to build on York's strengths in innovative ways. During 2007-2008, planning will be undertaken at all levels for implementation, expected to be effective July 2009, in relation to:
  - programs offered
  - unit structures
  - curriculum and degree requirements (including general education)
  - budget
  - administration (including staffing and Dean's office)
  - governance (Faculty Council and committees)
  - labour relations issues
  - space
  - technical (e.g., student information system)
  - internal and external communication of information about the Faculty
- The Vice-President Academic, with the support of APPC, the relevant Deans, and the senior administration, put in place plans for enrolment planning and program differentiation to achieve resolution of issues relating to program duplication in business-related programming offered by the Schulich School of Business and the School of Administrative Studies in Atkinson. A dispute resolution process was established to resolve "boundary" issues. Elements of the plan are:
  - some increase in enrolments in Schulich undergraduate programs;
  - declines in "101" enrolments in the Atkinson BAS program (without affecting its part-time and evening commitments);
  - development of new specialized program areas (undergraduate and graduate) in SAS (areas suggested for consideration include emergency management, sport management, event management), as well as growth in existing specialized areas; and
  - development of honours minor programs to be pursued with majors in other areas.

Program Quality Assessment

York was a leader in implementing undergraduate program reviews, which are now mandated by government. The following programs were reviewed in 2006-2007: Biology, English, Information Technology, Creative Writing, and Professional Writing. The following are scheduled for review in 2007-2008: Fine Arts Cultural Studies, Dance, Drama, Engineering, Environmental Studies, Political Science, Social Science (Arts), and Humanities.

In addition to the internal reviews of undergraduate programs, graduate programs are subject to external review through the Ontario Council on Graduate Studies prior to commencement and periodically thereafter; see further details in the Faculty of Graduate Studies section. It should be noted that a review of the role and process of OCGS is currently under way through the Council of Ontario Universities.

Some professionally-oriented programs (e.g., Education, Nursing) are also subject to accreditation reviews through their professional bodies.

Engineering Accreditation

Following the identification of several issues in relation to the new Engineering program (introduced in 2000) in its initial accreditation review in 2005, significant changes were implemented in response to the recommendations of that report, in preparation for a second review in 2007:

- steps were taken to give the program greater autonomy and visibility, including:
  - establishment of a separate School of Engineering in FSE
  - the appointment of an Associate Dean Engineering
- allocation of new appointments to support the Engineering program
- efforts to increase the number of faculty with PEng designations

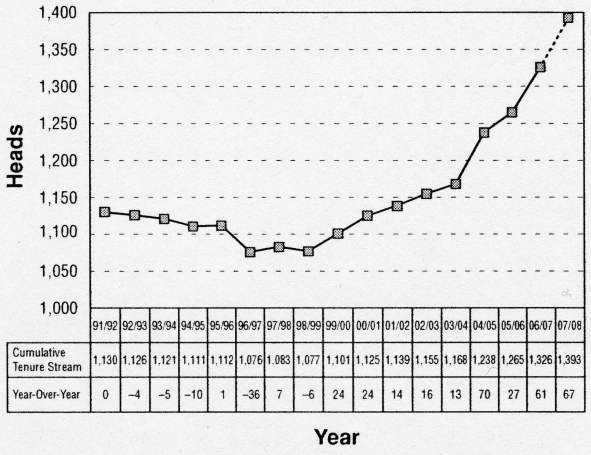
The second accreditation review occurred in January 2007; the report on the site visit was positive, with significant improvements noted in all areas of concern, particularly in relation to faculty complement and university support for the program. Colleagues in the Faculty of Science and Engineering were notified formally in late June that approval for accreditation had been granted for a three-year period (the maximum permitted for an initial accreditation) for all three streams of the Engineering program. This is a crucial milestone in the Engineering program's development, and will be an important component of its reputation in the profession and the community, in support of, e.g., recruitment of outstanding students and faculty, and fund-raising. Plans are being put in place to communicate this development widely, in particular to prospective students.

2. FACULTY COMPLEMENT

The hiring of excellent new tenure stream faculty remains a major priority in support of the achievement of York's academic objectives, particularly those relating to graduate education (including enrolment growth and new program development) and research.

The past decade has seen an increasingly complex and competitive hiring situation in Ontario, and indeed nationally and internationally, as other universities have experienced similar patterns of faculty retirements and enrolment growth and diversification. In this competitive environment, York has continued to insist on the appointment of only the most outstanding candidates, who can contribute to graduate education and research, as well as to undergraduate programs. Despite significant numbers of new hires over the last decade, which have resulted in overall growth in the faculty complement (Figures 1 and 2), there remains a substantial "gap" between the number of appointments needed to replace departures and respond to growth and the number of appointments actually made. Planning is further complicated by the abolition of mandatory retirement in December 2006, and models are being developed to take account of this new environment.

Figure 1: Full-Time Faculty: Tenure Stream Faculty as of October 1

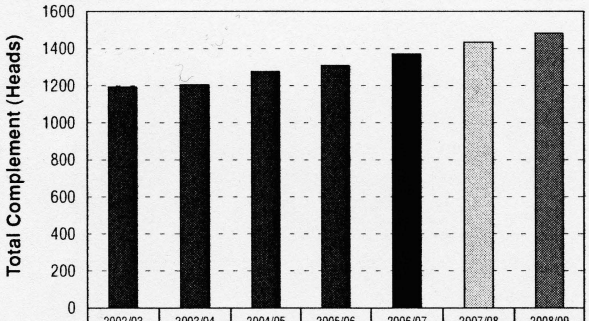


	91/92	92/93	93/94	94/95	95/96	96/97	97/98	98/99	99/00	00/01	01/02	02/03	03/04	04/05	05/06	06/07	07/08
Cumulative Tenure Stream	1,130	1,126	1,121	1,111	1,112	1,076	1,083	1,077	1,101	1,125	1,139	1,155	1,168	1,238	1,265	1,326	1,393
Year-Over-Year	0	–4	–5	–10	1	–36	7	–6	24	24	14	16	13	70	27	61	67

Note: includes all appointments who accepted on July 1st (i.e., includes those appointments that may have a LOAWOP from July 1st to the effective date).

Source: Office of the AVP Academic Resource Planning

Figure 2: Faculty and Librarian Tenure Stream Complement (as of October 1)



	2002/03 (actual)	2003/04 (actual)	2004/05 (actual)	2005/06 (actual)	2006/07 (actual)	2007/08 (estimate)	2008/09 (current plan)
Tenure Stream	1,194	1,206	1,277	1,310	1,371	1,435	1,483

Source: Office of the AVP Academic Resource Planning

For the 2006-2007 academic year, the faculty complement included 139 new faculty appointments (plus two appointments which were delayed to start July 1, 2007) from searches undertaken in 2005-2006; Figure 3 indicates results of searches undertaken in 2005-2006 for July 1, 2006 starts. During 2006-2007, the University undertook 132 searches for tenure stream appointments in Faculties and the Libraries to take effect in 2007-2008; these searches are also recorded in Figure 3.

Figure 3: Tenure Stream Searches: Results of 2005-2006 Searches for Tenure Stream Faculty and Librarians for 2006-2007 Appointments and of 2006-2007 Searches for 2007-2008 Appointments (as of July 2007)

Faculty	2005-2006 Searches: Appts Auth.	Appts Made for 2006-2007	Delayed/ Failed/ Carried Forward	2006-2007 Searches: Appts Auth.	Appts. Made for 2007-2008	In Progress/ Delayed/Failed/ Changed to Limited Term***/ Carried Forward
Arts	59	49**	10	33.5	31	2.5
Atkinson	40	37	3	20	13	7
Education	2	1	1	6	4	2
FES	4.33	4.33	0	5	5	0
Fine Arts	12	8	4	11	6	5
Glendon	5	5	0	7.5	2	5.5
Health*	1	1	0	16	11	5
Osgoode	9.7	8.7	1	6.5	4	2.5****
FSE	21	19**	2	12	9	3
Schulich	11***	7	3	9.5	4	5.5****
Libraries	3	1	2	5	4	1
TOTALS	**168**	**141**	**26**	**132**	**93**	**39**

* reflects establishment of Faculty of Health July 1, 2006: for 2005-2006 searches, only new appointment recorded in the Faculty of Health is its new Dean; other appointments in units comprising the Faculty were recorded with the totals for the Faculty in which they were housed in 2005-2006; searches in 2006-2007 for new appointments effective 2007-2008 include all searches undertaken in units of the Faculty of Health as of July 2006

** includes two appointments (one in AS and one in FSE) in which the start date was delayed to July 1, 2007

*** Chair in SSB authorized and filled internally; not counted as new appointment made or carried forward

**** includes two authorized TS appointments changed to limited term appointments (renewable)

Source: Office of the AVP Academic Resource Planning

Figure 4: Tenure Stream Appointments: Annual Authorized Appointments/Appointments Made – 2002-2003 to 2006-2007 (including Librarians)

Appointment Year*	Authorized Appointments	Appointments Made	Appointments failed/delayed/ carried forward to following year	% successful searches
2002-2003	120	75	45	62.5%
2003-2004	110	83	27	75.5%
2004-2005	171	141	30	82.5%
2005-2006	100	77	23	77.0%
2006-2007	168	141	26	83.9%

* includes all appointments made July 1 to the subsequent June 30 plus any appointments made effective in that year with a LOAWOP

Notes:
1. includes professional librarians, conversions, and external CRCs; some authorized appointments are re-authorizations from earlier unsuccessful searches
2. 2006-2007: Schulich Chair authorized, filled internally and not counted as appointment or carried forward

Source: Office of the AVP Academic Resource Planning

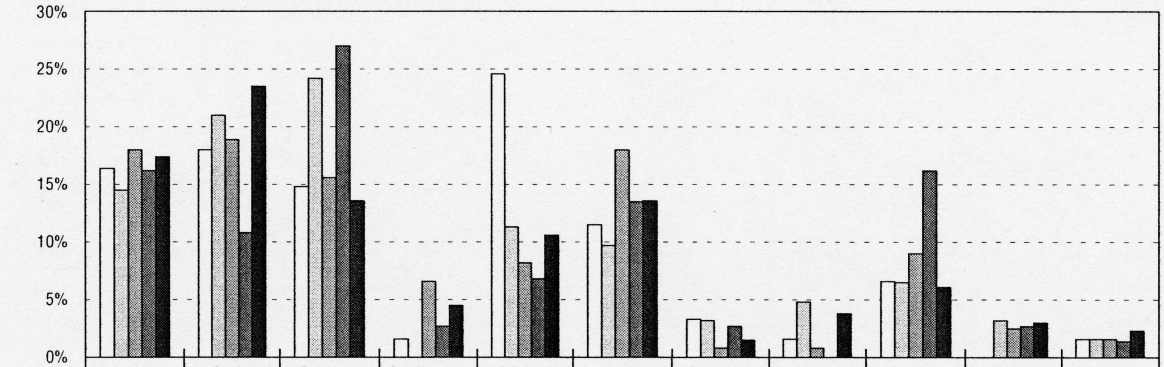
Strategic Priorities

Appointments to the tenure stream have contributed to areas identified as priorities in the UAP, as well as continuing to support areas of traditional strength, as illustrated in Figure 5.

Figure 6 illustrates the resulting distribution of the full-time faculty complement. In general, these appointment patterns are consistent with strategic directions, reflecting a decrease in humanities and social sciences and increases in business, health, and fine arts (marginal).

All new hires to the professorial stream must be appointable to a graduate program, but additionally, a number of appointments (included in the search statistics above) have been allocated specifically to support graduate growth and are supported by graduate growth funding.

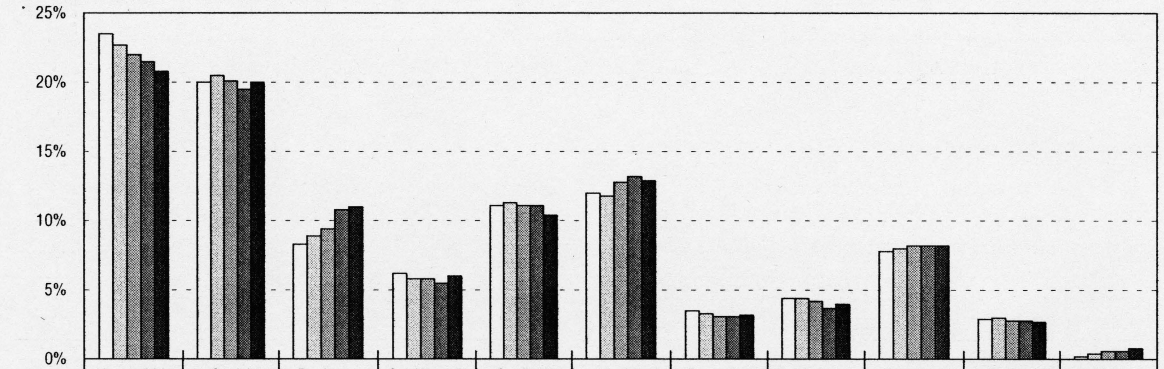
Figure 5: New Faculty Appointments by Disciplinary Area 2002-2003 to 2006-2007



	Humanities	Social Sciences	Business	Sci-Natural/ Pure	Sci-Eng/ Applied	Health Related	Education	Law	Fine Arts	Environ Studies	Unknown
2002/03	16.4%	18.0%	14.8%	1.6%	24.6%	11.5%	3.3%	1.6%	6.6%	0.0%	1.6%
2003/04	14.5%	21.0%	24.2%	0.0%	11.3%	9.7%	3.2%	4.8%	6.5%	3.2%	1.6%
2004/05	18.0%	18.9%	15.6%	6.6%	8.2%	18.0%	0.8%	0.8%	9.0%	2.5%	1.6%
2005/06	16.2%	10.8%	27.0%	2.7%	6.8%	13.5%	2.7%	0.0%	16.2%	2.7%	1.4%
2006/07	17.4%	23.5%	13.6%	4.5%	10.6%	13.6%	1.5%	3.8%	6.1%	3.0%	2.3%

Source: Office of Institutional Research and Analysis

Figure 6: Distribution of Full-time Faculty by Disciplinary Area 2002-2003 to 2006-2007



	Humanities	Social Sciences	Business	Sci-Natural/ Pure	Sci-Eng/ Applied	Health Related	Education	Law	Fine Arts	Environ Studies	Multi Discipline
2002/03	23.5%	20.0%	8.3%	6.2%	11.1%	12.0%	3.5%	4.4%	7.8%	2.9%	0.2%
2003/04	22.7%	20.5%	8.9%	5.8%	11.3%	11.8%	3.3%	4.4%	8.0%	3.0%	0.4%
2004/05	22.0%	20.1%	9.4%	5.8%	11.1%	12.8%	3.1%	4.2%	8.2%	2.8%	0.6%
2005/06	21.5%	19.5%	10.8%	5.5%	11.1%	13.2%	3.1%	3.7%	8.2%	2.8%	0.6%
2006/07	20.8%	20.0%	11.0%	6.0%	10.4%	12.9%	3.2%	4.0%	8.2%	2.7%	0.8%

Source: Office of Institutional Research and Analysis

Affirmative Action

The appointment process also reflects the institutional commitment to equity/affirmative action, and Figure 7 illustrates considerable success in attracting a significant proportion of outstanding women candidates, while there has been less success in attracting visible minorities and other affirmative action categories (it should be noted, however, that inclusion of such candidates in these statistics depends upon self-identification which does not capture all). The objective is to increase the numbers in all of these categories, though success in this regard is frequently dependent on the disciplines in which appointments are being made in any given year.

Figure 7: Distribution of New Tenure Stream Appointments by Equity Category 2002-2003 to 2006-2007

Appt Year*	Total Appts	Male	Female	Visible Minority**	Disability**	Aboriginal**
2002-2003	75	41 54.7%	34 45.3%	12 16.0%	2 2.7%	0 0%
2003-2004	83	46 55.4%	37 44.6%	11 13.3%	0 0%	1 1.2%
2004-2005	141	65 46.1%	76 53.9%	24 17.0%	2 1.4%	3 2.1%
2005-2006	77	41 53.2%	36 46.8%	21 27.3%	1 1.3%	0 0%
2006-2007	141	79 56.0%	62 44.0%	37 26.2%	2 1.4%	1 0.7%

* includes all appointments made July 1 to the subsequent June 30 plus any appointments made effective in that year with a LOAWOP
** includes only those applicants who self-identified as part of hiring process

Source: Office of the AVP Academic Resource Planning

3. ENROLMENT PLANNING

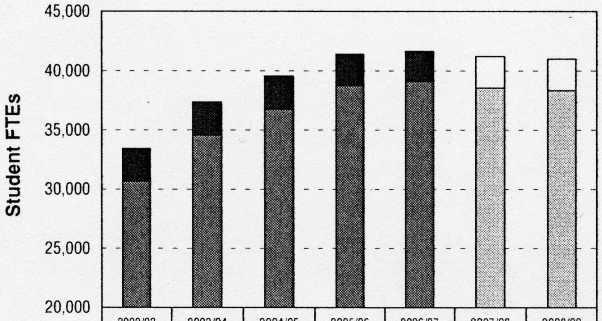
Enrolment planning has been guided by a number of principles and priorities:

- assumption of a levelling off of undergraduate enrolments following the double cohort peak
- plan to shift the balance of undergraduate and graduate enrolments towards graduate enrolments
- plan to increase the proportion of PhD candidates
- diversification of enrolments towards professional programs, applied sciences and engineering, international, and health

Figures 8 through 10 illustrate enrolment priorities translated into enrolment plans and actuals. Planning is proceeding for graduate growth in accordance with agreements with the provincial government. The ability to grow is dependent on financial support from government and upon the ability to continue to attract outstanding students. To a greater extent than ever before, graduate planning is coordinated with undergraduate planning in relation to enrolments, complement, curriculum, space, and supports, through close collaboration among the Dean of Graduate Studies, Deans of "resource" Faculties, and the Vice-President Students. The appointment of the new Dean, who will also hold the position of Associate Vice-President Graduate, in August 2007 will contribute to this crucial planning coordination.

The University also has a long-standing commitment to welcome international students. Numbers of international undergraduate (ineligible) students were reduced during the double cohort period in order to accommodate domestic enrolments, but growth was planned for the period after the double cohort peak. International enrolment plans were not achieved in 2006-2007 as a result of a combination of factors: some major sources of students such as China and India have strengthened their own education systems so fewer students are recruited from those areas; there is increased competition from other countries, e.g., the U.S., which has rebounded post-9/11, and India; and general reputational issues with regard to Canadian higher educational institutions. Visa targets will be a challenge going forward, and shortfalls may be compensated in part by increased domestic intake.

Figure 8: Undergraduate Enrolment Planning: Eligible (Domestic) and Ineligible Undergraduate Enrolment Plans

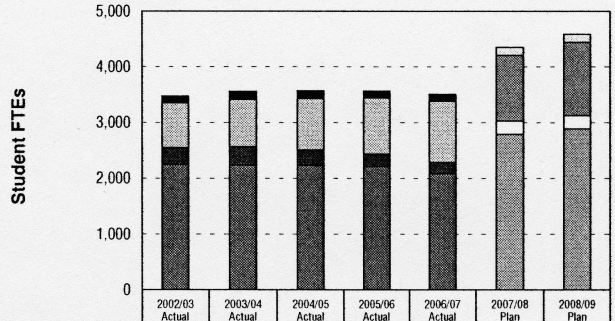


	2002/03 Actual	2003/04 Actual	2004/05 Actual	2005/06 Actual	2006/07 Actual	2007/08 Plan	2008/09 Plan
Total	33,435	37,358	39,553	41,407	41,640	41,220	40,993
Ineligible	2,760	2,777	2,792	2,651	2,651	2,651	2,651
Domestic	30,674	34,581	36,761	38,756	39,088	38,569	38,342

Note: 2007-2008 and 2008-2009 enrolment plans as of Sept. 2006 and as submitted to MYAA in Fall 2006.

Source: Office of the AVP Academic Resource Planning

Figure 9: Graduate Enrolment Planning: Eligible (Domestic) and Ineligible Graduate Enrolment Plans

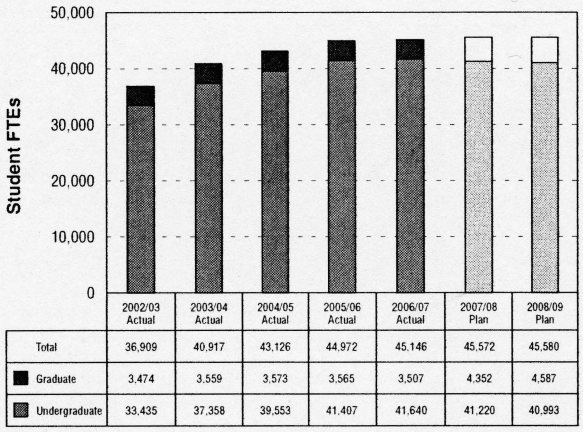


	2002/03 Actual	2003/04 Actual	2004/05 Actual	2005/06 Actual	2006/07 Actual	2007/08 Plan	2008/09 Plan
Total	3,474	3,559	3,573	3,565	3,507	4,352	4,587
PhD-International	127	149	142	127	124	141	141
PhD-Domestic	797	843	924	1,003	1,099	1,182	1,322
Masters-International	305	330	275	222	200	236	236
Masters-Domestic	2,244	2,237	2,232	2,213	2,084	2,792	2,887

Note: 2007-2008 and 2008-2009 enrolment plans as of Sept. 2006 and as submitted to MYAA in Fall 2006.

Source: Office of the AVP Academic Resource Planning

Figure 10: Total Enrolments: Student FTEs Eligible (Domestic) and Ineligible



	2002/03 Actual	2003/04 Actual	2004/05 Actual	2005/06 Actual	2006/07 Actual	2007/08 Plan	2008/09 Plan
Total	36,909	40,917	43,126	44,972	45,146	45,572	45,580
Graduate	3,474	3,559	3,573	3,565	3,507	4,352	4,587
Undergraduate	33,435	37,358	39,553	41,407	41,640	41,220	40,993

Note: 2007-2008 and 2008-2009 enrolment plans as of Sept. 2006 and as submitted to MYAA in Fall 2006.

Source: Office of the AVP Academic Resource Planning

Enrolments by Faculty

Following are undergraduate and graduate enrolments (FTEs) by responsible Faculty (Figure 11) and undergraduate international enrolments by Faculty.

Figure 11: Undergraduate and Graduate FTEs by Faculty

Faculty	2002-2003	2003-2004	2004-2005	2005-2006	2006-2007
Arts					
Undergrad	15,547	16,957	17,389	17,568	14,181
Grad	1,113	1,137	1,195	1,250	1,096
Atkinson					
Undergrad	6,796	7,919	8,965	9,950	8,274
Grad	43	56	89	122	91
Education					
Undergrad	1,347	1,379	1,351	1,364	1,355
Grad	115	127	136	142	144
Environmental Studies					
Undergrad	275	334	341	473	511
Grad	308	325	328	335	351
Fine Arts					
Undergrad	2,564	3,023	3,364	3,542	3,553
Grad	118	124	145	159	213
Glendon					
Undergrad	1,536	1,743	1,848	1,896	1,977
Grad	27	22	22	25	27
Health					
Undergrad					5,744
Grad					328
Osgoode					
Undergrad	887	883	884	887	912
Grad	186	191	190	161	184
Schulich					
Undergrad	630	750	881	959	979
Grad	1,294	1,278	1,144	1,013	1,069
Science & Engineering					
Undergrad	3,520	4,037	4,156	4,364	3,940
Grad	290	317	340	375	359

Note: enrolment numbers reflect establishment of Faculty of Health, July 1, 2006

Source: Office of Institutional Research and Analysis

Figure 12: International (Visa) Undergraduate Students (FFTEs) by Faculty

Faculty	2002-2003	2003-2004	2004-2005	2005-2006	2006-2007
Arts	891.5	839.5	856.4	833.7	611.7
Atkinson	803.0	820.2	809.9	893.1	834.2
Education	0.7	1.2	0.5	3.3	2.3
Environmental Studies	21.9	30.4	26.6	30.2	25.6
Fine Arts	86.4	83.6	72.7	77.1	83.3
Glendon	78.4	96.6	120.2	134.6	153.9
Health					143.2
Osgoode	3.2	9.7	10.0	14.5	17.0
Science & Engineering	208.7	205.3	206.9	203.3	170.5
Schulich	42.9	47.1	49.1	45.6	38.3
TOTAL	**2137.0**	**2133.6**	**2152.3**	**2235.4**	**2080.0**

Note: enrolment numbers reflect establishment of the Faculty of Health, July 1, 2006

Source: Office of Institutional Research and Analysis

The general planning principles described above continue to guide institutional enrolment planning. At the same time, projections indicate continuing strong pressure on universities in the Greater Toronto Area to grow in response to demand from local university-age population. As a result, York must consider how to respond to this demand for university education, and should remain open to the possibility of some further growth, provided that quality is maintained, and that appropriate conditions relating to complement, financial support, and space are met. That growth should also be consistent with objectives relating to diversification of enrolments and programming towards applied sciences and engineering and health.

Enrolment Planning for Strategic Objectives

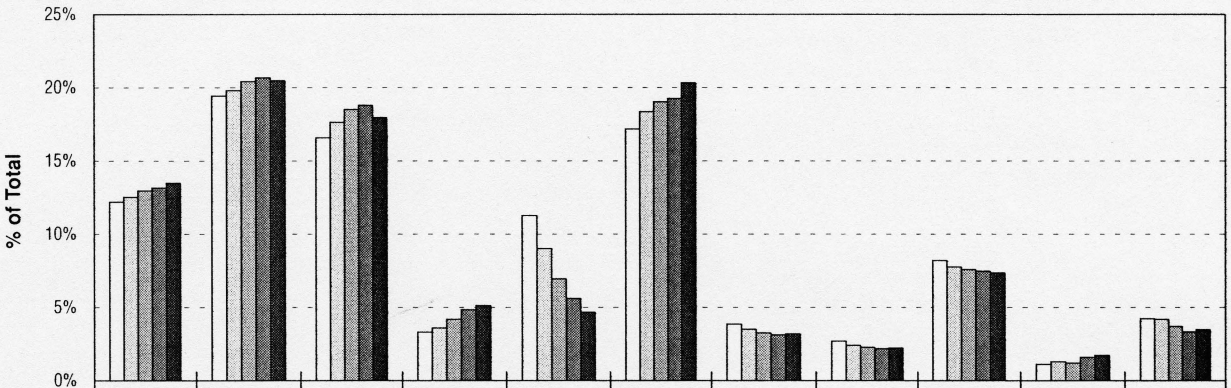
Figure 13 illustrates some progress towards long-term objectives to rebalance and diversify enrolments across areas, in particular towards professional, health, and applied science and engineering programs, within the context of overall enrolment planning.

4. STUDENT EXPERIENCE

York is committed to ensuring the success of its students in achieving a rewarding educational experience. To this end, the University participates in various surveys measuring student satisfaction. In particular, at the undergraduate level, York participates in the National Survey of Student Satisfaction (NSSE); Faculty sections include reports on these measures and on steps to enhance the quality of the student experience. The University also participates in similar surveys at the graduate level and for law schools (LSSE). The VPA office and Faculties are working to identify specific NSSE questions that best reflect institutional and Faculty values and priorities for particular attention with regard to initiatives to effect improvements and subsequent tracking of results. The spring 2007 APPC planning forum focused on aspects of the student experience, and significant attention will be devoted in 2007-2008 to assessing how various sources of information can be utilized to enhance the student experience.

In 2006-2007, the Vice-President Academic announced plans for the creation of the Atkinson Centre for Mature and Part-time Students – an important component of the commitment to enhancement of the student experience. Leadership in the estab-

Figure 13: Distribution of Undergraduate FTEs by Major of Student 2002-2003 to 2006-2007



	Humanities	Social Sciences	Business	Sci-Natural/ Pure	Sci-Eng/ Applied	Health Related	Education	Law	Fine Arts	Environ Studies	Unknown
2002/03	12.19%	19.43%	16.56%	3.31%	11.26%	17.17%	3.85%	2.70%	8.19%	1.10%	4.23%
2003/04	12.51%	19.80%	17.63%	3.59%	9.00%	18.35%	3.50%	2.40%	7.76%	1.28%	4.18%
2004/05	12.96%	20.40%	18.50%	4.18%	6.95%	19.02%	3.25%	2.28%	7.58%	1.20%	3.69%
2005/06	13.15%	20.68%	18.79%	4.84%	5.61%	19.24%	3.13%	2.18%	7.47%	1.59%	3.33%
2006/07	13.47%	20.47%	17.96%	5.13%	4.67%	20.33%	3.20%	2.22%	7.36%	1.73%	3.47%

Source: Office of Institutional Research and Analysis

lishment and operation of the centre will be an important responsibility of the newly-created position of Associate Vice-President Academic Learning Initiatives; Professor Norma Sue Fisher-Stitt has been appointed to this position effective August 1, 2007. The centre's creation recognizes that mature and part-time students now undertake their studies across the University and that they have particular needs which must be addressed on a pan-university basis. It will be centrally located and, at the outset, will be open to any student (undergraduate and graduate) who wishes to benefit from its services. The mandate of the centre and its director will include:

- identification of issues of relevance to part-time and mature students and collaboration with other offices to address those issues;
- provision of orientation and advising/support services geared to the needs of part-time and mature students;
- working with Admissions and Faculties to increase the profile of mature and part-time studies during the recruitment, admission and conversion process (including highlighting opportunities for part-time study to future students and availability of support for part-time and mature students' unique needs through the centre);
- working with Faculties to identify best practices in the classroom and curriculum development opportunities to enhance these students' educational experience, as well as barriers (structural, technical, etc.) to their success;
- consulting with Faculties with regard to the need for and feasibility of offering courses/degree programs in the evenings and/or summer and/or online
- advocacy on behalf of mature and part-time students
- provision of a focus and sense of community for these students

Priorities for 2007-2008 include putting in place the centre's staffing and infrastructure, and establishment of its presence within the University and beyond. An Advisory Council will be established to work with the AVP. Success will be measured in terms of student satisfaction, retention, and graduation; and the centre will be reviewed in five years.

As of July 1, 2007, responsibility for the non-Faculty Colleges will transfer from the Division of the Vice-President Students to the Division of the Vice-President Academic. Colleges will be linked to Faculties with congruent interests and Masters will report to Deans of the Faculties to which they are linked. It is anticipated that this new structure will present new opportunities to enhance the student experience, particularly for commuter students; these opportunities will be explored in the coming year.

Student success can also be measured against Key Performance Indicators mandated by the Ontario government: degree completion rates and employment rates six months and two years after graduation. Detailed analyses of these factors, with time series statistics by disciplinary area, are provided on the Vice-President's web site: http://vpacademic.yorku.ca/reports/kpi/employment_rates.php.

5. INTERNATIONALIZATION

Internationalization remains a key objective of the UAP, with the aim to ensure "that every student has the opportunity to have a significant 'international' component in their studies".

International Projects

The Vice-Presidents Academic and Research and Innovation provide funding to support projects to further York's international agenda; in 2006-2007 eight projects totalling $75,000 were funded.

Activities of the Associate Vice-President International

In 2006-2007, the following goals were accomplished:

- The development and approval of a number of new International Bachelor of Arts degrees, including History and Italian; additional iBA degrees are in development.
- The creation of international research internships in Science, including a special agreement with the RISE program (Research Internships in Science and Engineering) offered by the DAAD (German Academic Exchange Service).
- Bringing to final stages the database of faculty international activity; initial preparations for an international brochure; and the initiation of changes to the York International web site in order to prepare for an "International" link on the York home page.
- Editing and submission of a book manuscript, "Internationalizing Canada's Universities," consisting of papers originally presented at the 2005-2006 conference at York by the same name, with funding received from Human Resources Development Canada; the book is to be part of the CAUT (Canadian Association of University Teachers) Series published by James Lorimer & Company Ltd.

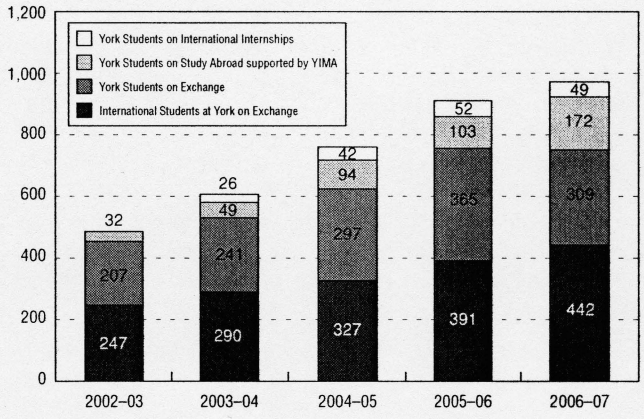
The Office of the Associate Vice-President International responded to several unanticipated external developments over the year. One of these was a request from the Ontario Ministry of Training, Colleges and Universities to develop a new exchange consortium with India on the model of the Ontario Baden-Württemberg (OBW) and Ontario Rhône-Alpes (ORA) exchange programs. A significant amount of time was devoted to this project, which resulted in the new Ontario-Maharashtra-Goa exchange program, a consortium of about 16 Ontario universities and a similar number of Indian institutions. Another initiative arose from a request from Japanese partner institutions to establish the Canada-Japan Exchange Consortium. This arrangement is unique in Canada, in that it is a national initiative, with universities from all of the provinces taking part.

Other accomplishments arose from the international strategy. First was the launch of the Letter of Recognition – International Experience, awarded to York students who have accumulated a certain number of specified international experiences over their course of study. Second was a new credit course, called Full Circle: Experiencing the International, offered for the first time this past year and designed specifically for students whose university program has included an international education experience, such as exchanges, study abroad and/or internships. Third was the successful completion of the first year of Global House, a residence aimed at bringing together internationally-minded Canadian and international students looking for a unique immersion experience.

The goals of the Associate Vice-President International/York International for 2007-2008 are as follows:

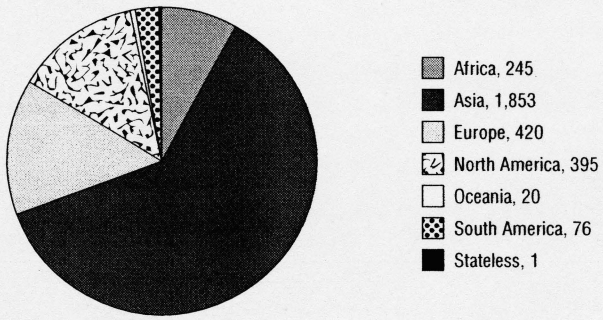
- In communications, continue to work with Communications and CNS on revisions to the international web site for the York home page link; launch the database of faculty international activity; and publish the new international brochure.
- Continue developing international research internships.
- Organize a conference on the "Global South and Internationalization" for spring 2008, and work with colleagues in the Faculty of Science and Engineering and International Development Studies (Arts) to develop a new degree called Science and Development.
- Develop a new protocol for supporting institutional relationships.
- To encourage internationalization at home, launch a new Canadian magazine of international education and develop a web blog for York students engaging in an international experience.
- Develop a new policy on recognition of European and Indian three-year degrees for graduate admissions, and lobby for acceptance of such a policy across Canadian universities.
- Expand the Emerging Global Leaders Program with the assistance of external funding.

Figure 14: Student Mobility: Students on Formal Exchange Programs and Internships



Source: York International

Figure 15: Regional Representation of International Students Studying at York 2006-2007



Source: Office of Institutional Research and Analysis

6. INFRASTRUCTURE AND SUPPORT

Space

The University's ability to advance its strategic academic objectives is dependant on the provision of many types of infrastructural support, including the provision of appropriate space for teaching, research, faculty offices and student study. Expansion of research activities, graduate and undergraduate programming, new faculty hires and the creation of the Faculty of Health required that a number of significant projects had to be completed during the 2006-2007 academic year. These included renovations to relocate the Faculty of Education to Winters College, to create a new home for the School of Women's Studies in Founders College and to accommodate administrative offices for the Faculty of Health in the Health, Nursing and Environmental Studies Building. Additional projects expanded laboratories and vivaria, provided new space for Kinesiology, Natural Science and Fine Arts programs, as well as offices and study space for graduate and undergraduate students.

Significant building and renovation projects continue in 2007-2008. York was successful in being chosen as the site for the Ontario Archives Project and the University's segment of this project will provide much-needed new space for research and administrative activity by summer 2009. The University has also embarked on a major renovation project to convert the unused ice arena into a research facility by early 2009 in order to house a number of research activities including those related to the Centre for Vision Research, as well as infancy studies and Kinesiology. In addition, a program is underway to renovate and expand the Osgoode Hall Law School. Other projects for 2007-2008 include: the creation of additional student study space and collection space in the Scott Library; classroom revitalization across both campuses, including dedicated instructional space for graduate programs; laboratory construction to support the research of faculty members in the Faculty of Health and the Faculty of Science and Engineering; renovation of the Behavioural Sciences Building to assist in the merger of the Departments of Psychology and to establish the Psychology Research and Training Clinic; and the renovation at Glendon of the York Hall breezeway to accommodate student services and a welcome centre for the College.

Support Units

There are several units providing academic support which report to the VPA: the Centre for Support of Teaching (CST), York International, York University English Language Institute (YUELI), and the Art Gallery of York University (AGYU). Following are brief highlights of 2006-2007 for these units; fuller details are available on the relevant web sites.

Centre for the Support of Teaching (http://www.yorku.ca/cst/)

The Centre's mission is to enhance the quality of students' learning and experience. It provides leadership and support for evidence-informed development of teaching, curriculum and policy. New university-wide initiatives advancing this goal include support for integrating research, teaching and learning, implementing the Ontario Council of Academic Vice-Presidents' Guidelines for Degree Level Expectations, and enhancing graduate students' experience. New specialized programming includes "Best Engineering and Science Teaching" and TAs transitioning to CDs. On-going programs for new and experienced instructors include the Course Design Institute, New Faculty Teaching at York Institute (attended by 70 per cent of new hires), TA Day, and the TEL@YORK Conference.

York University English Language Institute (http://yueli.yorku.ca/)

In 2006-2007:

- Total enrolments continued to increase (to a total of 1820 students, an increase of 11.6 per cent), and there was greater diversity in the student body.
- YUELI provided scholarships for three students from York's Latin American partner universities.
- YUELI provided custom-designed programs for new groups from National University of Mongolia, Tecnologico de Monterrey, and Peking University.
- YUELI continued to collaborate with the School of Nursing on a program for internationally-trained nurses.
- YUELI instructors attended and presented at several major conferences in the field of Second Language Teaching.

York International (http://international.yorku.ca/)

See the section on Internationalization, above.

Art Gallery of York University (http://www.yorku.ca/agyu/)

During 2006-2007, the AGYU:

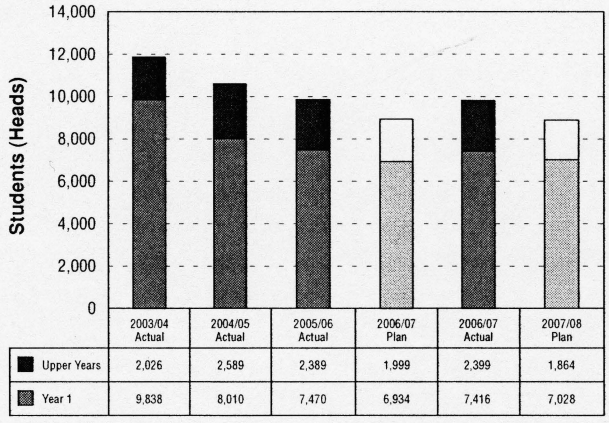
- continued an international program of exhibitions;
- initiated a publication series of artist books;
- initiated a series of artist multiples;
- initiated a summer international artist residency;
- initiated a program for youth working with artists at The Spot: Youth Drop In Centre at Yorkgate Mall in the Jane-Finch neighbourhood, the results of which were exhibited at the AGYU and the York Woods Library;
- working with Destination York, Arts Approach, and the Toronto District School Board and Toronto District Catholic School Board, developed a program, based on contemporary artists' strategies, where secondary school students curated their own photographs in a professional setting, the exhibition presented at York University; and
- sponsored Toronto designer Jeremy Laing's New York Fashion Week runway debut.

Performance Measures

All Faculty sections include data and commentary on a set of common performance measures. Following is a brief summary of some of these measures at the institutional level.

Enrolments: New Admits:

Figure 16: New Eligible Fall Undergraduates as of November 1st: Direct Entry Undergraduates

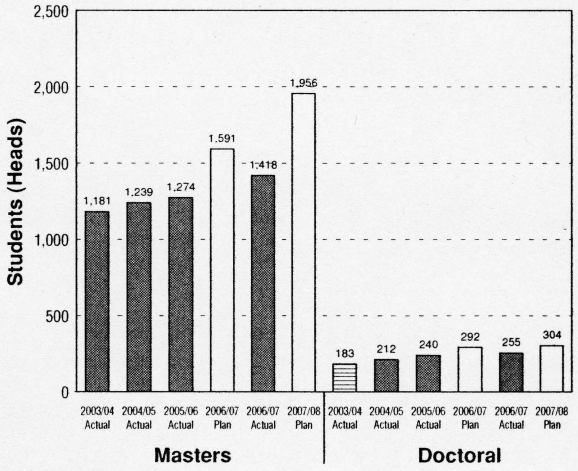


	2003/04 Actual	2004/05 Actual	2005/06 Actual	2006/07 Plan	2006/07 Actual	2007/08 Plan
Upper Years	2,026	2,589	2,389	1,999	2,399	1,864
Year 1	9,838	8,010	7,470	6,934	7,416	7,028

Source: AVP Academic Resources Planning and Office of Institutional Research and Analysis

In 2006-2007, both Year 1 and upper year admit numbers were greater that expected. With respect to Year 1, this points to York's growing strength as a university of choice. At the upper years, the trend towards larger numbers of students moving into Honours degrees is reflected.

Figure 17: Graduate Admissions: Eligible New Graduate Students (Fall Term)



Source: Office of Institutional Research and Analysis

Graduate programs continue to grow, at both Masters and doctoral levels. Targets set were ambitious and growth was not as great as planned.

Faculty Complement:

Figure 18: Tenure Stream Faculty (and Librarian) Complement as of October 1

Stream	Rank	2005-2006 Probationary	2005-2006 Tenured	2005-2006 Total	2006-2007 Probationary	2006-2007 Tenured	2006-2007 Total
Professorial	Lecturer	23	0	23	25	0	25
		1.8%	0.0%	1.8%	1.9%	0.0%	1.9%
	Assistant Professor	309	26	335	352	27	379
		24.0%	2.0%	26.0%	26.5%	2.0%	28.6%
	Associate Professor	5	567	572	4	567	571
		0.4%	44.1%	44.5%	0.3%	42.8%	43.1%
	Professor	0	313	313	0	306	306
		0.0%	24.3%	24.3%	0.0%	23.1%	23.1%
Alternate	Assistant Lecturer	5	0	5	5	0	5
		0.4%	0.0%	0.4%	0.4%	0.0%	0.4%
	Associate Lecturer	0	29	29	2	29	31
		0.0%	2.3%	2.3%	0.2%	2.2%	2.3%
	Senior Lecturer	0	9	9	0	9	9
		0.0%	0.7%	0.7%	0.0%	0.7%	0.7%
Total Tenure Stream Faculty		**342**	**944**	**1286**	**388**	**938**	**1326**
Librarians	Chief Law Librarian	0	0	0	0	1	1
		0.0%	0.0%	0.0%	0.0%	2.2%	2.2%
	Librarian 1	0	0	0	0	1	1
		0.0%	0.0%	0.0%	0.0%	2.2%	2.2%
	Assistant Librarian	11	0	11	12	0	12
		27.5%	0.0%	27.5%	26.7%	0.0%	26.7%
	Associate Librarian	3	23	26	6	22	28
		7.5%	57.5%	65.0%	13.3%	48.9%	62.2%
	Associate Professor	0	0	0	0	1	1
		0.0%	0.0%	0.0%	0.0%	2.2%	2.2%
	Senior Librarian	0	3	3	0	2	2
		0.0%	7.5%	7.5%	0.0%	4.4%	4.4%
Total Librarians		**14**	**26**	**40**	**18**	**27**	**45**

Excludes new appointments beginning after Oct 1/06

Source: Office of Institutional Research and Analysis

Figure 19: Faculty Complement (excluding Librarians) and Student/Faculty Ratios (2007-2008 data as of July 2007):

Faculty Data	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08
Full-Time Complement (Home Faculty Heads) @ October 1st						
# of Tenure Stream Faculty	1154	1180	1257	1286	1326	-
# of Contractually Limited Appointments	72	99	100	127	125	-
Total # of FT Faculty	**1226**	**1279**	**1357**	**1413**	**1451**	
Tenure Stream Appointments (Heads)						
# of Authorized Appointments (New + Carry-forwards) (July 1 to June 30)	118.0	107.0	167.0	97.0	165.0	127.0
# of Appointments Made (July 1 to June 30) (* appts made to date)	73.0	82.0	137.0	75.0	140.0	89.0*
Departures: Retirements, Resignations & Deaths (May 1 to April 30)	65.0	53.0	58.0	61.0	75.0	-
Student/Faculty Ratios (FTEs)						
UG FTEs	33102	37026	39183	41022	41479	-
Grad FTEs	3391	3480	3491	3492	3764	-
Full-Time Faculty FTEs	1174	1211	1283	1342	1395	-
Full-Time Faculty FTEs (on-site only)	1025	1057	1120	1202	1217	-
Part-Time FTEs	963	1118	1189	1225	1294	-
Total Faculty FTEs(on-site only)	1987.7	2174.2	2308.7	2427.5	2511.1	-
Graduate Student/Full-Time Faculty FTE	2.9	2.9	2.7	2.6	2.7	-
Undergraduate Student/Full-Time (on-site) & Part-Time Faculty	16.7	17.0	17.0	16.9	16.5	-

Notes:

a) Full-Time Faculty FTEs includes Tenure Stream, CLAs and SRCs who are not on LTD or Leave Without Pay. It includes those on Sabbatical. These have been adjusted for joint appointments and reduced loads

b) On Site FTEs adjusts for all types of leave including LTD, Paid Leaves, Unpaid Leaves, Sabbaticals and Reduced Loads. These have been adjusted for joint appointments

c) Part Time FTEs includes Teaching Assistants (excluding Marker/Graders), CUPE2, CUPE Exempt, YUFA/OHFA Retirees, YUFA/OHFA Overload

d) Full-time complement is based on an October 1st count. Authorized and appointments made are counted as of July 1st; departures are counted as May 1st. Consequently the difference between appointments and departures will not be equal to the change in the full-time complement counted as of October 1st.

Sources: AVP Academic Resources Planning and Office of Institutional Research and Analysis

The institutional objective is to continue to make outstanding appointments to the faculty complement in order to enhance the research culture and to offer students an outstanding learning experience, including improving the student/faculty ratio.

Budget

The budgets within the Division of the Vice-President Academic include the budgets of all Faculties, the University Library, the budgets of various administrative offices within the academic division and, as well, cost centres from which allocations are made to support the academic priorities of the University. Each Faculty and the Library has specific budget plans which will vary according to individual academic plans, complement plans, enrolment plans and other needs such as infrastructure upgrades, renovations, etc. All budget plans require the approval of the Vice-President Academic and, in some cases, the approval of the University Executive Committee or the Board of Governors. The activities supported by these budgets have been discussed above and will be discussed further in the sections devoted to the Faculties and the Library.

The academic division uses a multi-year budget planning approach that allows the division to move forward on the strategic academic plan, within the University's budget framework. Within the division's multi-year budget plan, some units have built up carryforwards to assist in their renovations and restructuring. Other units are currently in a deficit position and, where appropriate, have developed plans for resolving the deficit and accumulated debts, through such measures as budget restructuring, expected targeted grant income, ancillary income and growth. Overall, the Faculties face financial pressures due to historic funding arrangements which limit the academic division's ability to fund tenure stream positions.

As the reports from the various units indicate, where carryforwards and reserves exist, they were significantly expended in the 2006-2007 budget year, consistent with the multi-year budget plans developed by the units and approved by the Vice-President Academic. The same is true of reserves held centrally. For example, significant funds held in reserve by the Vice-President Academic have been deployed to assist with academic renovation projects, bridging arrangements for faculty positions and other support for academic initiatives. These reserves will continue to be depleted in 2007-2008, consistent with the multi-year budget plans in the academic division.

With respect to the budgets grouped under the title "Division of the VP Academic – Other", these budgets include overall administration costs of the academic division and central reserves used in support of the Faculties and Library. Changes to the budget of the Office of the VP Academic include changes in salary and benefits costs and additional staff support associated with the increased planning activity in the academic division anticipated in 2007-2008 and 2008-2009. Academic Support is a grouping that includes the budgets of administrative offices and related general accounts supporting academic activity. These include the Office of the Associate Vice-President Academic, the Office of the Associate Vice-President Academic Resource Planning, the Office of the Associate Vice-President International, the Office of the Associate Vice-President Graduate, the Centre for Support of Teaching, the Art Gallery of York University and York International. As well, budget associated with the newly-created Atkinson Centre for

Mature and Part-time Students and the Associate Vice-President Academic Learning Initiatives will appear in this category. This category also includes funding held in reserve to support the Faculties and the Library in 2007-2008 and beyond in such areas as: the Complement Recovery Program; bridge funding for faculty appointments; funding for start-up; renovation support; other commitments to the Faculties relating to multi-year financial planning. In the budget table "Division of the VP Academic – Other" a significant positive change from budget to actual in 2006-2007 under "central allocations" resulted from a change, within the budget year, of the manner in which funds held in reserve were applied. This change also affected the statement of actuals in the "Total Revenue less Expenses" line of Non-Degree activity in the "VP Academic" and "VP Academic – Other" tables.

Non-degree activities are complementary to the academic activity of the University, cover their own costs, including program development, support and renovation costs, and where possible build up reserves that can be used to assist the academic budgets of the units and of the University.

Special Academic Project Accounts and General Institutional Accounts for Faculties (SAP & GIF) is a general grouping that included a variety of accounts for Faculty-based special academic/research projects and conferences being undertaken by professors and groups of professors from many Faculties.

Division of VP Academic

(Dollars)	Operating Results by Unit 2006-2007 Budget	2006-2007 Actuals	2007-2008 Budget
Faculties			
Atkinson Faculty of Liberal and Professional Studies	57,029,321	44,939,483	46,334,058
Faculty of Arts	102,452,566	88,777,957	87,751,099
Faculty of Science and Engineering	33,152,951	32,783,928	41,305,404
Osgoode Hall Law School	19,177,964	19,867,833	20,243,496
Glendon College	18,346,156	20,134,541	21,161,229
Faculty of Graduate Studies	23,248,059	22,991,551	25,509,306
Faculty of Environmental Studies	8,730,814	8,995,316	9,660,101
Faculty of Fine Arts	27,454,094	27,787,169	30,186,230
Faculty of Education	14,776,696	15,721,928	15,917,630
Schulich School of Business	43,468,621	45,237,843	47,211,038
Faculty of Health	–	33,504,994	38,572,826
Total Faculties	**347,837,242**	**360,742,543**	**383,852,417**
University Libraries	**23,567,995**	**23,254,608**	**26,526,296**
Division of VP Academic – Other			
Office of VP Academic	951,715	971,822	1,549,949
Non Degree Programs	30,822,400	31,212,994	33,801,018
Academic Support	5,598,714	5,944,711	6,243,517
Special Academic Projects and General Institutional for Faculties	564,667	529,277	61,310
Total Division of Academic – Other	**37,937,496**	**38,658,804**	**41,655,794**
Total VP Academic – Including Faculties and Libraries	**409,342,733**	**422,655,955**	**452,034,507**

Division of the VP Academic

(Dollars)	Operating Results by Expense Type 2006-2007 Budget	2006-2007 Actuals	2007-2008 Budget
DEGREE			
Revenue:			
External cost recoveries	8,370,590	9,857,158	8,097,789
Internal cost recoveries	5,842,846	7,550,065	6,451,498
Other revenues	13,703,524	15,106,666	13,302,738
Central allocations	331,457,419	348,146,556	373,074,068
Total Revenue	**359,374,379**	**380,660,445**	**400,926,093**
Expenses:			
Faculty - Administration	8,205,887	8,909,688	8,968,121
Faculty - Full-time	148,312,586	153,978,431	168,597,302
Faculty - Contract	36,514,681	38,197,449	37,598,166
Teaching assistants	26,346,563	27,248,256	30,987,180
Research	23,982,664	24,550,772	24,774,179
Support/Administration	69,348,912	68,628,022	75,071,358
Other	5,301,326	6,006,956	5,213,801
Total Salaries and Benefits	**318,012,619**	**327,519,574**	**351,210,107**
Operating costs	42,860,996	46,142,923	48,177,999
Amortization of capital assets	–	–	–
Cost of goods sold	813,542	938,935	851,237
Taxes and utilities	2,258,995	2,718,937	2,728,723
Scholarships & bursaries	14,551,181	13,894,388	15,142,423
Interest on long-term debt	23,000	228,204	123,000
Total Expenses	**378,520,333**	**391,442,961**	**418,233,489**
Total Revenue less Expenses	**(19,145,954)**	**(10,782,516)**	**(17,307,396)**
Previous Year's Carryforward	**27,159,140**	**27,159,140**	**16,376,624**
Carryforward to Next Year	**8,013,186**	**16,376,624**	**(930,772)**
NON-DEGREE			
Total Revenue less Expenses	**732,928**	**2,249,288**	**670,597**
Previous Year's Carryforward	**5,604,138**	**5,604,138**	**7,853,426**
Carryforward to Next Year	**6,337,066**	**7,853,426**	**8,524,023**

Division of the VP Academic – Other

(Dollars)	Operating Results by Expense Type 2006-2007 Budget	2006-2007 Actuals	2007-2008 Budget
DEGREE			
Revenue:			
External cost recoveries	233,333	668,840	286,562
Internal cost recoveries	(26,484)	(8,245)	8,109
Other revenues	1,044,057	1,264,574	1,152,500
Central allocations	(4,692,700)	(1,068,048)	5,015,811
Total Revenue	**(3,441,794)**	**857,121**	**6,462,982**
Expenses:			
Faculty – Administration	757,889	738,071	850,880
Faculty – Full-time	59,409	9,543	54,758
Faculty – Contract	64,273	62,403	129,655
Teaching assistants	14,478	13,773	27,547
Research	95,138	97,441	128,547
Support/Administration	3,231,637	3,165,924	3,565,999
Other	46,893	62,431	59,600
Total Salaries and Benefits	**4,269,717**	**4,149,586**	**4,816,986**
Operating costs	2,591,961	3,046,536	2,776,903
Amortization of capital assets	–	–	–
Cost of goods sold	–	14,570	14,570
Taxes and utilities	61,418	67,020	65,317
Scholarships & bursaires	192,000	168,098	181,000
Interest on long-term debt	–	–	–
Total Expenses	**7,115,096**	**7,445,810**	**7,854,776**
Total Revenue less Expenses	**(10,556,890)**	**(6,588,689)**	**(1,391,794)**
Previous Year's Carryforward	**19,597,917**	**19,597,917**	**13,009,228**
Carryforward to Next Year	**9,041,027**	**13,009,228**	**11,617,434**
NON-DEGREE			
Total Revenue less Expenses	**(426,542)**	**875,545**	**(267,930)**
Previous Year's Carryforward	**1,500,000**	**1,500,000**	**2,375,545**
Carryforward to Next Year	**1,073,458**	**2,375,545**	**2,107,615**

Strategic Directions for 2007-2008

Priorities are discussed in greater detail in preceding sections, and are summarized below:

Academic Initiatives

- Undertake planning for all aspects of implementation of the new Faculty of humanities and social sciences, housing programs now offered in Arts and Atkinson, to take effect July 2009.
- Complete implementation of the Faculty of Health.
- Develop and introduce proposals for new academic programs (graduate and undergraduate), consistent with directions identified in the University Academic Plan.
- Advance resolution of business-related programming in Schulich and Atkinson.

Faculty Complement

- Continue to address the need for tenure stream appointments.
- Complete the hiring process for new tenure stream faculty to join York in 2007-2008; plan and undertake searches for 2008-2009 hires.
- Appoint outstanding new faculty who will contribute to teaching and program development at undergraduate and graduate levels and enhance the research culture.
- Increase the proportion of females among the professoriate, and continue efforts to attract candidates from other employment equity categories.
- Develop models and implement plans to deal with the impact of the abolition of mandatory retirement.

Enrolment Planning

- Continue to refine and implement plans for growth in graduate programs.
- Foster coordination of undergraduate and graduate planning, in particular through the position of AVP Graduate.
- Continue rebalancing of enrolments towards strategic areas (health, sciences, and professional programs).

Student Experience

- Put in place the position of AVP Academic Learning Initiatives.
- Implement the Atkinson Centre for Mature and Part-time Students, including setting of priorities and staffing.
- Continue efforts to assess and enhance the quality of the student experience.

Internationalization

- Expand international degrees and internationally-focused program options, as well as other opportunities for students such as internships.
- Organize a conference on the Global South and internationalization.
- Foster development of international research opportunities.
- Develop and seek approval for new policies on recognition of European and Indian degrees.
- Enhance communication and presentation of international activities in print and on the Web site.

FACULTY OF ARTS

I. Report on Implementation of Objectives for 2006-2007

GRADUATE GROWTH

Arts-related graduate programs came very close to meeting enrolment targets in 2006. During the year, Arts developed a model for improving assessment of the contribution required to meet graduate growth targets in 2007-2008. Arts staff collaborated with Graduate Studies and individual program directors to plan for projected intake.

STUDENT ENGAGEMENT

The Faculty developed awards to recognize student involvement in student academic clubs and in the Faculty Council's student caucus. Significant attention was paid to the development and expansion of co-curricular activities and the Faculty Council addressed issues of student engagement in one of its meetings, helping to raise awareness among faculty members. Council created a new Committee on Student Relations & Experience which will have the enhancement of student engagement as one of its areas of responsibility.

FUNDRAISING

The Faculty had a successful year in raising funds for its top priority – student assistance – both for undergraduate and Arts-related graduate programs. Funds raised and pledged were both higher in 2006-2007 than in 2005-2006 and the number of donors increased. Efforts continued to develop relationships that can contribute to the achievement of other priorities – notably endowed Chairs and Professorships in areas of importance. Towards the end of the year, two particular community events (in the Iranian and Italian communities) were mounted to bring the Faculty's hopes to the attention of potential allies and supporters.

RESTRUCTURING THE FACULTY OF ARTS

Budgetary transfers to the new Faculty of Health were finalized and those associated with the consolidation of Mathematics and Statistics in the Faculty of Science and Engineering were well underway. The York Centre for International and Security Studies became a University-based ORU and plans were proceeding to transfer another ORU (the LaMarsh Centre) to the Faculty of Health. Senate approved, after lengthy consultation, the amalgamation of programs from Arts and Atkinson into a new Faculty. Board of Governors approval was given in June 2007 and work has already begun to plan for the merger of existing programs and units, as well as consideration of creating new units within the new Faculty. In addition, the administrative staffs of the two Faculties have begun informal discussions on the creation of a new administrative structure for the new Faculty.

RESEARCH

The Faculty exceeded the national average success rate in SSHRC Standard Grant applications, while the Research Officer has continued to seek means of finding and publicizing additional sources of funding. In response to a request from Senate APPC and SCOR and following a lively discussion at Faculty Council, the Associate Dean Research prepared a response on behalf of the Faculty on the question of appropriate measurement of research output in the Humanities and Social Sciences. The Faculty's basic strategy for supporting research – to provide faculty researchers with the information they need to make effective decisions regarding research activity (resources, collaboration, peer review) and assisting them in creating competitive applications for external and internal funding – continues its long-term implementation. The Faculty continues to provide its researchers with an effective planning framework as well as project development tools designed to enhance their research activity. In addition, the Faculty of Arts is now providing post-award support – management of large grants and navigating other local supports – for a significant number of grant holders.

STUDENT RECRUITMENT AND COMMUNICATIONS

The Faculty achieved its intake targets in 2006-2007 and fell just short of its overall undergraduate enrolment goal. That fact has compelled attention to the issue of student retention. Efforts through the year increased the participation of Arts departments in major recruitment events – the March Gala and Fall Campus Day. A Faculty of Arts Open House in the fall was a pilot project aimed at informing students of the range and value of degree options in the Faculty. The Faculty has begun working with Alumni Affairs to enhance publicity and "friend-raising" among alumni.

ACADEMIC PROGRAMS 2006-2007

The following new degree programs were offered for the first time in the 2006-2007 academic session:

- Specialized Honours, Bachelor of Arts in Computer Security
- Honours, Bachelor of Arts in Science and Technology Studies
- Honours, International Bachelor of Arts in Anthropology

During this academic year, the Faculty was involved in the development of a number of new degree programs that will be offered for the first time in the 2007-2008 academic session:

- Cross-Disciplinary Certificate in Aboriginal Studies
- Honours, Bachelor of Arts in Children Studies
- Honours, Bachelor of Arts in Jewish Studies
- Honours Minor, Bachelor of Arts in Italian Culture
- Software Development Stream, Honours Bachelor of Arts in Computer Science

In support of York's commitment to internationalization, the Faculty of Arts encouraged units to include the recently approved International Bachelor of Arts (iBA) degree as a part of their programs. The following programs are offering an iBA degree in the 2007-2008 academic session:

- Computer Science
- History
- Italian Studies

Consistent with York's focus on student retention and accessibility, the Faculty of Arts supported significant curricular changes in a number of departments and programs, changes to academic policy and a university-wide access initiative.

- **Debarment Warning and Academic Probation Condition:** Arts students who are returning to the Faculty of Arts on debarment warning or academic probation are no longer expected to bring their cumulative grade point average above 2.5 before they have completed their next 24 credits. The revised legislation allows these students the opportunity to complete their next 24 credits in order to raise their grade point average before further academic penalties are enforced.
- **Arts-Atkinson Inter-Faculty Agreement:** Faculty of Arts students can now combine any Honours Major in the Faculty of Arts with those BA Honours Major or Honours Minor programs offered in the Atkinson Faculty of Liberal and Professional Studies that are not also offered through the Faculty of Arts.
- **Admission Standards requiring High School Mathematics:** Due to the changing Math curriculum at the high school level, province wide consultations have taken place to discuss revisions to and possible uniformity among admission requirements for relevant undergraduate university programs across Ontario. In light of these consultations, the admissions requirements were modified for all programs in Computer Science, Economics, Mathematics, Applied Mathematics, Mathematics and Statistics and Mathematics for Commerce.
- **Criminology:** In response to consultations with faculty and students, the Criminology program made changes that will ensure that students complete a common set of core courses and provide students with a strong foundation in criminological theory and the Canadian criminal justice system at the second year level.
- **Transition-Year Program:** The Faculty of Arts is participating in a pilot Transition-Year program designed to increase access to university studies for potential students that have been identified as "early leavers" from high school. In its first year, the program's curriculum focuses on entry into the Faculty of Arts. However, as the program develops, the goal is to create paths into a range of programs across the University.

As part of a larger University-wide review, the Senate Committee on Curriculum and Academic Standards (CCAS) commissioned the Faculty to study the present condition and future prospects of General Education in Arts. In response, the Faculty formed a General Education Review Team (GERT) to facilitate this self-study of the general education program. GERT submitted an interim report in July 2007 and will offer a more extensive assessment of the program in their final report due in November 2007.

CURRICULUM PLANNING 2007-2008

A number of curricular initiatives are currently under consideration at the unit level, including:

- International Bachelor of Arts (iBA) in:
  - Geography
  - French Studies
  - Humanities
  - Urban Studies
  - Jewish Studies
- Honours, Bachelor of Arts in Mathematics for Education
- Honours, Bachelor of Arts in Portuguese Studies
- Bachelor of Science and Arts

Curriculum development and academic planning in the 2007-2008 academic session will proceed while mindful of university restructuring and in consultation with the Atkinson Faculty of Liberal and Professional Studies. The Faculty of Arts will work closely with the Atkinson Faculty to build a new Faculty that will encompass all of the units and programs currently housed in Arts and Atkinson. Finally, in consultation with all units, the Faculty of Arts Committee on Curriculum and Academic Policy (CCAP) is carefully approaching the task of establishing "Degree-Level Expectations", with subsequent measurable student learning outcomes, for each degree-type offered by the Faculty of Arts.

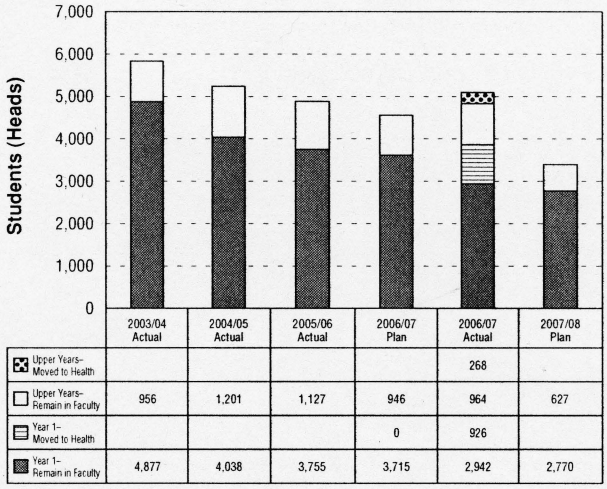
II. Performance Measures

STUDENTS

New Undergraduate Admissions

The Faculty planned its 2006-2007 intake before Psychology and Kinesiology and Health Science moved to the new Faculty of Health. A comparison of the plan and results must therefore take account of new admissions who were transferred to Health but who would have otherwise been in Arts. The table below indicates that Arts slightly exceeded its target for New Year I admissions and significantly overshot on Upper Year admissions. When the admissions to Health were removed, Arts had a lower intake base from which to plan 2007-2008. The plan for that year included a reduction in planned admissions, partly in order to facilitate rebalancing and partly to recognize the passing of the double cohort through the University.

Figure 1: Admissions: New Eligible Fall Undergraduates on November 1st



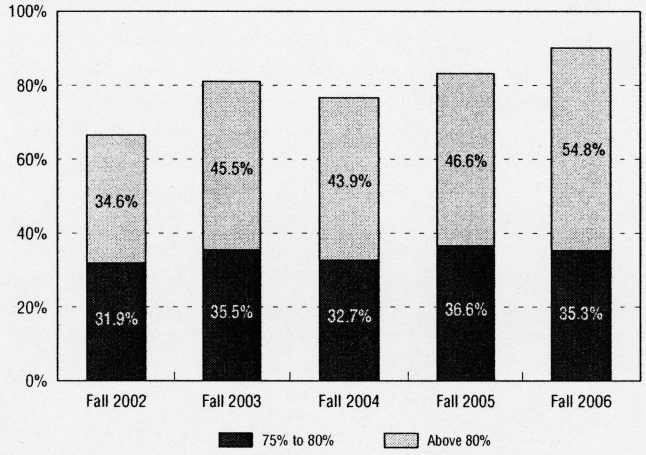
	2003/04 Actual	2004/05 Actual	2005/06 Actual	2006/07 Plan	2006/07 Actual	2007/08 Plan
Upper Years– Moved to Health					268	
Upper Years– Remain in Faculty	956	1,201	1,127	946	964	627
Year 1– Moved to Health				0	926	
Year 1– Remain in Faculty	4,877	4,038	3,755	3,715	2,942	2,770

Source: Office of Institutional Research and Analysis

Entry Averages

The Faculty managed to increase once again the proportion of its secondary school admissions with entering averages over 75 per cent. This was the first year in which over 90 per cent of those students had such an average. As in the past, many of those admitted below 75 per cent were included in special access initiatives such as the Steps to Arts program. The Faculty also maintains its practice of committee review for all applicants denied admission on grounds of low grades who appeal with evidence that their grades are unrepresentative of their capacity.

Figure 2: Admissions: Percentage of New Year 1 Registrants from Secondary School with Entry Average of 75 per cent or Better

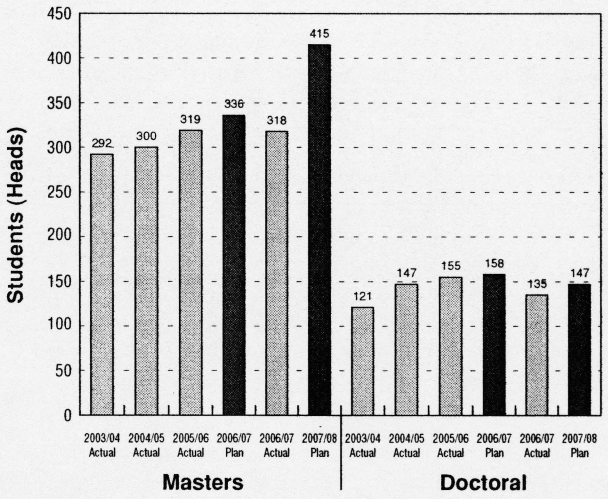


Source: Office of Institutional Research and Analysis

Increasing Graduate Enrolment

The University planned a slight increase in Masters level intake and stability in Doctoral level intake for Arts-related programs. Planned targets were generally achieved, though the chart below may make it appear otherwise, since MA and PhD students in Kinesiology and Health Science and Psychology are not included in the Arts actual admissions for 2006-2007. The planned intake for 2007-2008 is significantly higher at the Masters level and stable once again at the doctoral level. It has long been the ambition of Arts-related graduate programs to increase their enrolment – to increase the proportion of activity in the liberal arts at the graduate level. In order to provide for graduate growth, the Faculty must commit to expenditures that are dependent on new government funding. That funding is not provided until the growth has occurred. Any shortfall in graduate enrolment will therefore create cost pressures for the Faculty that it is ill-equipped to address in the short run. That has required programs to be extremely diligent in assessing the available applicant pool and attracting the best candidates.

Figure 3: Graduate Admissions: Eligible New Graduate Students (Fall Term)

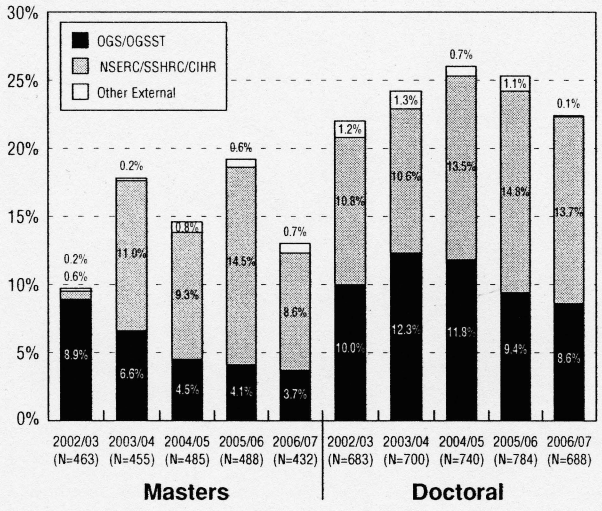


Source: AVP Academic Resources Planning and Office of Institutional Research and Analysis

Graduate Student Awards

The number of students in Arts-related graduate programs with external awards appears to have declined in 2006-2007 from 2005-2006, but that is almost certainly a result of students in Kinesiology and Health Science and Psychology having moved to the Faculty of Health for 2006-2007. The external funding continues to be both an aid to supporting graduate study and a tribute to the quality of students York is attracting to Arts-related programs.

Figure 4: Per cent of Full Time Graduate Students with External Awards

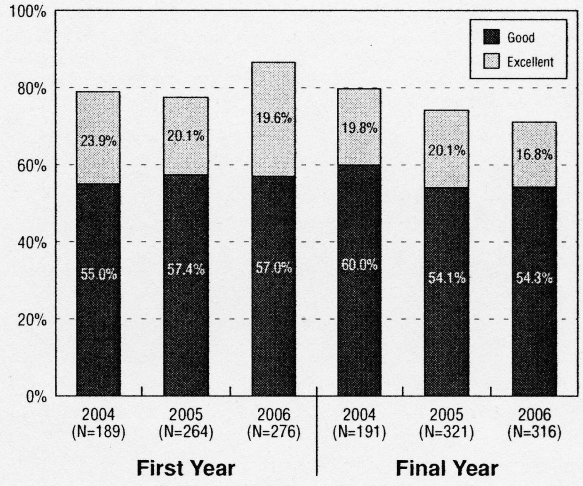


Source: Office of Institutional Research and Analysis

Student Engagement

At the undergraduate level, increasing attention will be paid in the next few years to measures of student satisfaction and engagement. Such measures pose particular challenges to large universities where the student experience may be characterized by isolation and alienation because of size alone. As the largest Faculty in Canada's third largest university, Arts feels this challenge keenly. Almost 80 per cent of Arts students at the end of their first year evaluated their entire educational experience as good or excellent in both 2005-2006 and 2006-2007. Students in their final year were somewhat less likely to give such a positive evaluation – just under 75 per cent in 2005-2006 and just over 71 per cent in 2006-2007. The reasons for the decline of student satisfaction from the first and the final year need to be closely examined. As well, ways to improve the overall student satisfaction need to be found. Following the recommendations of the Task Force on the Colleges, the Faculty is expected to work closely with the Arts-related Colleges to ensure that students have maximum access to the facilities and are provided with opportunities that will enhance their engagement and enrich their experience. In 2006-2007 the Dean's Office continued to encourage and sustain student academic organizations connected to programs in the Faculty. The Faculty worked closely with the student associations that are affiliated to the Council of Arts Student Associations (CASA) to enhance co-curricular activities for Arts students. The Faculty also worked closely with the Faculty of Arts Student Caucus (FASC). With the creation of a new Council Committee on Student Relations and Experience, the Faculty is showing its commitment to developing Faculty-wide strategies aimed at enriching the Arts students' overall experience. The Faculty will keep working to encourage the exposure of undergraduate students to research through problem-centred learning and research project opportunities.

Figure 5: National Survey of Student Engagement: How Would You Evaluate Your Entire Educational Experience?



Source: National Survey of Student Engagement and the Office of Institutional Research and Analysis

Figure 6: Tenure Stream Faculty by Home Faculty as of October 1st

Stream	Rank	2005-2006 Probationary	2005-2006 Tenured	2005-2006 Total	2006-2007 Probationary	2006-2007 Tenured	2006-2007 Total
Professorial	Lecturer	5	0	5	5	0	5
		1.0%	0.0%	1.0%	1.1%	0.0%	1.1%
	Assistant Professor	98	9	107	99	10	109
		19.1%	1.8%	20.9%	22.3%	2.3%	24.6%
	Associate Professor	0	249	249	1	203	204
		0.0%	48.6%	48.6%	0.2%	45.8%	46.0%
	Professor	0	129	129	0	109	109
		0.0%	25.2%	25.2%	0.0%	24.6%	24.6%
Alternate	Assistant Lecturer	0	0	0	0	0	0
		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
	Associate Lecturer	0	18	18	0	14	14
		0.0%	3.5%	3.5%	0.0%	3.2%	3.2%
	Senior Lecturer	0	4	4	0	2	2
		0.0%	0.8%	0.8%	0.0%	0.5%	0.5%
Total Tenure Stream Faculty		**103**	**409**	**512**	**105**	**338**	**443**

Excludes new appointments beginning after Oct 1/06
Psychology and Kinesiology moved to Faculty of Health in 2006-2007

Source: Office of Institutional Research and Analysis

Figure 7: Faculty Complement

Faculty Data	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08
Full-Time Complement (Home Faculty Heads) @ October 1st						
# of Tenure Stream Faculty	500	501	522	512	443	-
# of Contractually Limited Appointments	36	53	46	50	54	-
Total # of FT Faculty	**536**	**554**	**568**	**562**	**497**	-
Tenure Stream Appointments (Heads)						
# of Authorized Appointments (New + Carry-forwards) (July 1 to June 30)	43.0	32.0	54.0	20.0	59.0	33.5
# of Appointments Made (July 1 to June 30) (* appts made to date)	28.0	28.0	48.0	17.0	49.0	31.0*
Departures: Retirements, Resignations & Deaths (May 1 to April 30)	32.0	25.0	28.0	30.0	27.47	-
Student/Faculty Ratios (FTEs)						
UG FTEs	14698.9	16127.8	16684.0	16765.2	13286.1	-
Grad FTEs	1143.9	1167.1	1217.8	1270.2	1104.1	-
Full-Time Faculty FTEs	508.8	519.5	528.6	525.1	470.7	-
Full-Time Faculty FTEs (on-site only)	432.6	437.7	447.4	461.9	405.4	-
Part-Time FTEs	396.1	466.5	490.4	494.6	399.4	-
Total Faculty FTEs(on-site only)	828.7	904.2	937.8	956.5	804.8	-
GraduateStudent/Full-Time Faculty FTE	2.2	2.2	2.3	2.4	2.3	-
Undergraduate Student/Full-Time (on-site) & Part-Time Faculty	17.7	17.8	17.8	17.5	16.5	-

Notes:
a) Full-Time Faculty FTEs includes Tenure Stream, CLAs and SRCs who are not on LTD or Leave Without Pay. It includes those on Sabbatical. These have been adjusted for joint appointments and reduced loads
b) On Site FTEs adjusts for all types of leave including LTD, Paid Leaves, Unpaid Leaves, Sabbaticals and Reduced Loads. These have been adjusted for joint appointments
c) Part Time FTEs includes Teaching Assistants (excluding Marker/Graders), CUPE2, CUPE Exempt, YUFA/OHFA Retirees, YUFA/OHFA Overload
d) Full-time complement is based on an October 1st count. Authorized and appointments made are counted as of July 1st; departures are counted as May 1st. Consequently the difference between appointments and departures will not be equal to the change in the full-time complement counted as of October 1st.
e) Psychology and Kinesiology moved to Faculty of Health in 2006-2007

Sources: AVP Academic Resources Planning and Office of Institutional Research and Analysis

FACULTY COMPLEMENT

Even with the move of Kinesiology and Health Science and Psychology to the Faculty of Health, the Faculty experienced a net increase in the tenure stream complement of 22 in 2006-2007. The complement still includes the department of Mathematics and Statistics which will be moving to the Faculty of Science and Engineering in 2007-2008.

During 2005-2006, in the expectation of enhanced provincial funding for graduate growth and quality improvement, the Faculty sought authorization to search for an unusually large number of appointments resulting in 49 new hires as of July 1 2006. During the same period, the Faculty encountered 24 separations (deaths, resignations and retirements).

With the introduction of legislation to end mandatory retirement, the Faculty of Arts expects the number of faculty retirements in 2007-2008 to be significantly reduced. The Faculty will see approximately 30 new appointments but budget pressures will have a serious implication on future hires.

In terms of student classroom experience, the student/faculty ratio may be calculated so as to take account of part-time resources. By that measure, the ratio has remained stable through the double cohort years at just under 18 to 1. With the progress of the double cohort through the system and the coincident stabilizing of undergraduate enrolment, the ratio appears to be returning to its pre-double-cohort level of just over 16.5 to 1. A more meaningful statistic for graduate students is the ratio of graduate full-time equivalents to the on-site full-time faculty complement. That ratio has risen negligibly for Arts-related programs from 2.2 to 2.4 and has declined marginally to 2.3 in 2006-2007, but if it is not to rise more sharply in future, the increase in graduate intake will have to be matched by rapid completion of graduate degrees and significant increases in full-time faculty complement.

Figure 8: Faculty of Arts Overview of SHHRC and NSERC Grants

	SSHRC Standard Research Grants				NSERC Discovery Grants				
	Number Applied	Number Awarded	Success Rate	Total Value	Number applied	Number Awarded	Success Rate	First Year Installment value	Total Value
Fall 2006	39*	15	38%	$1,025,239	7	6	86%	$103,260	$ 516,300
Fall 2005	44	19	43%	$1,581,040	7	7	100%	$127,400	$ 617,000
Fall 2004	45	16	36%	$1,185,485	21	19	90%	$434,623	$1,982,497
Fall 2003	35	16	46%	$1,473,434	14	6	43%	$120,110	Not provided by NSERC
Fall 2002	38	16	42%	$1,332,490	15	11	73%	$163,000	Not provided by NSERC

* Numbers do not include applicants from faculty in departments now residing in the Faculty of Health.

Source: Faculty of Arts and Office of Research Services

Figure 9: Research Performance Chart

	Performance by Eligible Tri-Council			
	CIHR	NSERC	SSHRC	Total
Performance Measure (Full time faculty members)				
Number of FT faculty members (at Oct. 1st)	6	40	397	443
Number of FT faculty members holding an external grant or contract	1	28	75	104
Percentage of FT faculty members holding an external grant or contract[1]	16.7%	70.0%	18.9%	23.5%
Number of FT faculty members holding a tri-council grant	1	28	60	89
Percentage of FT faculty members holding a tri-council grant[2]	16.7%	70.0%	15.1%	20.1%
Total FT faculty research income from all sources	$ 92,856.00	$964,750.00	$8,307,232.48	$9,364,838.48
FT faculty research income intensity[3]	$ 15,476.00	$ 24,118.75	$ 20,925.02	$ 21,139.59
Total FT faculty research income from the tri-councils	$ 92,856.00	$568,450.00	$1,566,417.97	$2,227,723.97
FT faculty tri-council research income intensity[4]	$ 15,476.00	$ 14,211.25	$ 3,945.64	$ 5,028.72
Number of tri-council applications by FT faculty members	1	9	47	57
Performance Measure (retirees, adjuncts and others)				
Total research income for retirees, adjuncts and others	$316,550.00	$ 0.00	$ 892,972.00	$1,209,522.00
Number of tri-council applications by retirees, adjuncts and others	0	0	0	0

Notes:

1) awards data was obtained from ORS through the RPTS database

2) figures represent dollars awarded (as recorded by ORS) which may not be the same as the actual dollars received; this may lead to discrepancies in the timing/amounts of installments between PBA data and Research Accounting (e-reports) data

3) data does not report the total dollar amount for a grant/contract but the installments that make up a particular award as specified in the award notice

4) data does not include research income that is managed locally but not reported through ORS; the RPTS database captures only research income that is processed through a "500" cost centre account (as defined by Research Accounting); VPRI worked with faculty research officers to report research income that flows through various other cost centres

Source: Office of Research Services and Office of VP Research and Innovation

RESEARCH

The fall 2006 internal research grant competition attracted 23 applications, with awards totaling $87,350.32. The spring 2007 research grant competition attracted 33 applications, with awards totaling $ 61,216.41 The fall 2006 total includes applications from researchers affiliated with the Faculty of Health. For the spring 2007 competition, the Committee on Research, Grants & Scholarship did not adjudicate projects from researchers affiliated with the Faculty of Health.

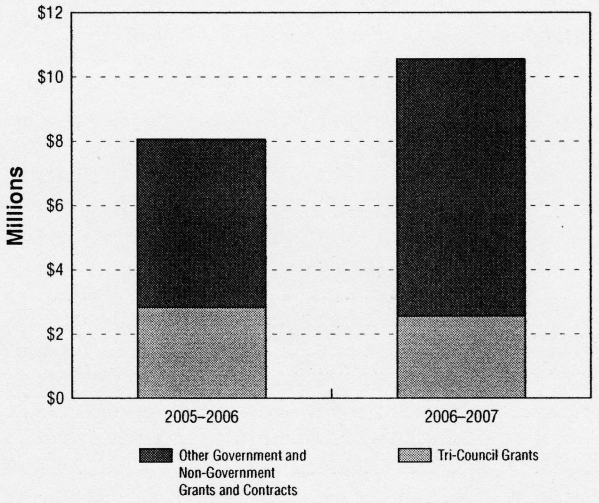
Four Faculty of Arts Fellowships, providing full teaching and administrative release for one academic year, were awarded to Stephen Brooke (History), Carlota McAllister, (Anthropology), Marie-Christine Pioffet (French Studies) and Robin Roth (Geography). The 2007 Dean's Award for Outstanding Research recipients are Pat Armstrong (Sociology), Thomas Klassen (Political Science) and Eric Mykhalovskiy (Sociology).

Sponsored Research Income in the Faculty of Arts (not including grants awarded to researchers newly affiliated with the Faculty of Heath) increased from $8,078,361 in 2005-2006 to $10,574,360 in 2006-2007. The vast majority of the increase can be attributed to higher success with grants from sources other than the Tri-Council.

Nevertheless, external research income clearly assists the University in its mission to create and disseminate new knowledge, as well as providing an index by means of which other research supports, such as indirect costs funds, Canada Research Chairs and internal research grants have been awarded. The Faculty cannot rest with satisfaction that just over a quarter of its members hold any external grant or contract and just over a fifth of its SSHRC-eligible members hold such a grant or contract. It is therefore an important task of the Faculty to encourage the successful search for external funds, while at the same time encouraging the development of research output measures that will allow a comparison with other like institutions whereby quality and efficiency of research production can be recognized.

Figure 10: Total Sponsored Research Income by Source

Type	2005-06	2006-07	Change 2005-06/2006-07
Tri-Council Grants	$2,832,325.00	$2,556,208.97	($276,116.03)
Other Government and Non-Government Grants & Contracts	$5,246,036.00	$8,018,151.51	$2,772,115.51
Total Income	$8,078,361.00	$10,574,360.48	$2,495,999.48



Source: Office of Research Services and Office of VP Research and Innovation

III. Budget

The budget of the Faculty of Arts supports the Faculty's mission to offer a comprehensive range of undergraduate disciplinary and interdisciplinary programs of study, be the major contributor to York's Arts-related graduate programs and support research in the humanities and social sciences.

In 2006-2007, the Faculty budget saw a 14 per cent reduction with the transfer of the budget and activities associated with the School of Kinesiology and Health Science and the department of Psychology to the Faculty of Health. The budget will be further reduced in 2007-2008 with the move of the department of Mathematics and Statistics to the Faculty of Science and Engineering. Within the restructured budget, academic salaries continue to represent the largest expenditure category at 82 per cent while staff salaries remained at 11 per cent and operating costs at 6 per cent.

The Faculty experienced an in-year deficit of $3,304,570 or 4 per cent. This required the depletion of existing reserves and a deficit is projected going forward. Several factors contributed to this situation. The Faculty base revenue was reduced by university-required cuts in the amount of $1.8 million. As well, each time a faculty member retires, $80,000 in total is retained in the Faculty budget and the remainder is transferred to the institutional budget to cover the costs of progress-through-the-ranks (PTR) for faculty members. This translated in an additional reduction of $1.5 million in the Faculty budget. Lastly, a net amount of $2.4 million has been transferred to the institutional budget to cover the Faculty's costs of PTR for new hires over the past few years.

The Faculty sought to restore the full-time, tenure-stream complement to bring the student/faculty ratio to the point it had reached in 2000-01. Costs of new faculty salaries and benefits are higher than the amount of funding retained by the Faculty after the funding to support PTR is withdrawn as described above, and this continues to exacerbate the underlying structural deficit within the Arts budget framework. Additional hires were made possible through the Graduate Growth Plan, undertaken by the Vice-President Academic as part of the University's response to provincial promises of revenue for graduate enrolment increases.

The deficit situation is serious in 2007-2008. Further budget cuts cannot be offset by enrolment growth as long as agreements with the province threaten no revenue for enrolments over target. Projected applications, on the graduate side, have not materialized across the system and, though York has done well in comparison to all other universities, it is doubtful that 2007-2008 targets will be met.

The Faculty continues to analyze courses and programs to maximize efficiency which now sits at a Faculty average of 91 per cent. That is, classes on average are filled to 91 per cent of planned capacity. Demand at the 4000 level remains strong, preventing the Faculty from returning to its pre-double cohort level. Further budget cuts will result in an increase in class sizes having a direct impact on student satisfaction. One challenge in 2008-2009 will be to create teaching opportunities as TAs for the anticipated increase in PhD admissions.

The above budget situation means that the Faculty will be unable to make any faculty appointments, other than those appointments funded by endowments, without assistance from central University funds (for quality improvement) through the office of the Vice-President Academic.

The Faculty will work with the Vice-President Academic and the Vice-President Finance and Administration to develop a plan for resolving the deficit situation. Such a plan will necessarily involve a multi-year strategy.

Faculty of Arts

	Operating Results by Expense Type		
(Dollars)	2006-2007 Budget	2006-2007 Actuals	2007-2008 Budget
Revenue:			
External cost recoveries	642,753	728,510	193,685
Internal cost recoveries	1,440,522	1,535,363	1,178,932
Other revenues	1,400,394	1,576,715	493,219
Central allocations	95,766,426	81,632,799	80,302,165
Total Revenue	**99,250,095**	**85,473,387**	**82,168,001**
Expenses:			
Faculty - Administration	1,073,488	1,233,748	1,183,171
Faculty - Full-time	52,854,790	46,706,185	46,103,715
Faculty - Contract	12,553,222	9,421,630	7,574,471
Teaching assistants	10,132,008	8,631,033	11,363,781
Research	8,061,041	7,069,397	7,362,285
Support/Administration	11,605,431	9,934,387	9,968,616
Other	106,312	20,323	36,204
Total Salaries and Benefits	**96,386,292**	**83,016,703**	**83,592,243**
Operating costs	5,269,109	5,184,683	3,631,245
Amortization of capital assets	-	-	-
Cost of goods sold	117,492	-	-
Taxes and utilities	675,173	575,062	523,436
Scholarships & bursaries	4,500	1,362	4,175
Interest on long-term debt	-	147	-
Total Expenses	**102,452,566**	**88,777,957**	**87,751,099**
Total Revenue less Expenses	**(3,202,471)**	**(3,304,570)**	**(5,583,098)**
Previous Year's Carryforward	**2,522,902**	**2,522,902**	**(781,668)**
Carryforward to Next Year	**(679,569)**	**(781,668)**	**(6,364,766)**

IV. Priorities for 2007-2008

GRADUATE GROWTH

Some Arts-related programs will find it impossible in fall 2007 to meet the intake targets established for them, either because of lower quality than anticipated in the applicant pool, or because of intense competition for the best students among Ontario (and other) universities, or both. While the focus in 2007 has been an increase in Masters level students, the goal in 2008 will be an increase in doctoral intake. Meeting doctoral targets and filling in shortfalls in Masters enrolment will require the direction of Faculty resources to graduate teaching and supervision. It will be the Faculty's aim to do so without impairing the quality of undergraduate student experience and achievement of that aim will

require some expansion in available resources. The Faculty will employ qualified graduate students as teaching assistants wherever possible, both to provide those students with valuable teaching experience and to use funds supportive of their graduate education to provide undergraduate teaching support as well.

STUDENT ENGAGEMENT

The Faculty will continue initiatives begun in 2005-2006 and 2006-2007 to enhance student experience. Attention will be paid to developing programs that seek improvement in those aspects of the National Survey of Student Engagement that are of greatest import in liberal arts programs and over which the Faculty can have some measure of control.

FUNDRAISING

As the University's capital campaign continues, the Faculty will continue mobilizing students, faculty, staff and alumni to make the case to potential donors for support of the Faculty's priorities – student aid, endowed faculty positions, innovative curricular programming and infrastructure development.

UNIVERSITY RESTRUCTURING

Now that the Senate and Board have approved a proposal to develop a new Faculty comprising the programs and units currently in Arts and Atkinson, the two existing Faculties will engage in discussions leading to a clear implementation plan during the fall term of 2007-2008, with a view to elaborating details of the plan in the winter of the year. Efforts must be made to preserve and extend the best practices and programs of the two existing Faculties in the new Faculty. If the proposed timeline can be honoured, there is a realistic prospect of the new Faculty being established by July 1, 2009.

RESEARCH

The Faculty will endeavour to build on recent success in the SSHRC Standard Grant competition, while continuing to seek diversity in sources of research support. A priority in this year will be the development of research output measures and the publicizing of Arts research results.

COMMUNICATIONS

Working in collaboration with the Vice-President Students, the Admissions Office, Office of Alumni, the York Foundation and the Chief Communications Officer, the communications team will continue to build on improvements to a variety of publications for both internal and external audiences, including alumni, by enhancing Faculty of Arts messaging promoting the value of a liberal arts degree. This messaging continues to strengthen and support the Faculty-wide marketing campaign delineated through print, media and web publications as well as a variety of departmental and student activities and events.

ATKINSON FACULTY OF LIBERAL AND PROFESSIONAL STUDIES

The Atkinson Faculty of Liberal and Professional Studies offers an exciting variety of programs which combine a focus on professionally relevant content with a strong emphasis on liberal studies. Atkinson programs are designed to appeal to a wide range of students who require transferable critical and analytic skills combined with the theoretical and practical knowledge and skills required in specific sectors of the economy. A Faculty with a strong research orientation, Atkinson is committed to a student-centred approach to learning that emphasizes innovative, flexible, and accessible programming and a wide range of co-curricular activities intended to enrich the experience of its diverse student body.

Reporting on Goals Established for 2006-2007

Over the last five years, Atkinson has surpassed the goals it had articulated in its *Five Year Academic Plan*. In doing so it has established itself as a leader on campus regarding every strategic priority of the University.

ACADEMIC/CURRICULAR INNOVATION

In line with the University Academic Plan's [UAP's] commitment to distinctiveness based on innovation and interdisciplinarity, the Faculty continued to be active in developing a broad range of new academic programs, many of which integrate liberal and professional studies.

At the undergraduate level:

The Faculty has secured Senate approval for the following new programs:

- A significantly revised Bachelor of Administrative Studies [BAS] program in Information Technology with a more tightly focused curriculum which provides students with the flexibility to choose one of three professionally relevant streams (Information Technology Auditing and Assurance, E-Commerce Development, or Business Systems Analysis)
- A new BA degree program in Race, Ethnicity, and Indigeneity [REI] which exemplifies the University's commitment to equity and interdisciplinarity

Atkinson has also secured Senate approval for the inclusion of a number of Atkinson BA degree programs in the provisions for inter-Faculty double major and major/minor options, providing increased flexibility for students

The Faculty has made significant progress in the development of:

- A significantly revised BA degree in Business Economics with a strongly conceived curriculum that differentiates the program from the general BA in Economics
- Two new and distinctive professionally relevant BAS degree programs in specialized business areas, as part of the Faculty's commitment to distinguishing its programming from that of the Schulich School of Business:
  - A Bachelor of Administrative Studies [BAS] degree program in Disaster and Emergency Management which will build on the new professional certificate in Emergency Management
  - A new BAS degree in Health Administration
- A new Bachelor's degree in Accounting [BAcc] with a strong co-op component designed explicitly for direct entry students from high school. This is intended as the first of a series of focused degree programs in core business areas that are distinct from the Schulich BBA

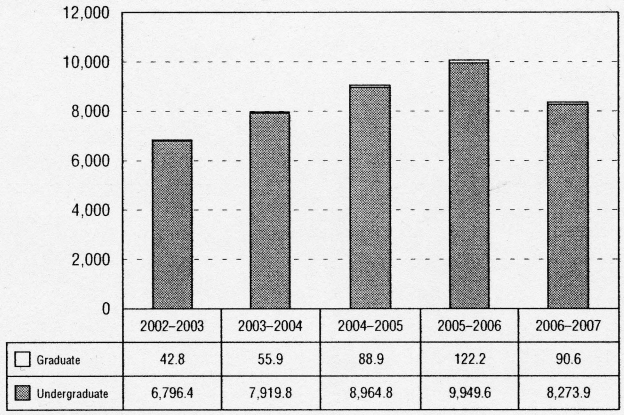
At the graduate level:

In line with the University's commitment to graduate growth the Faculty has been working on the development of a considerable number of new graduate programs:

- The newly approved executive Master's program in Public Policy, Administration, and Law [MPPAL] will begin to teach its first two cohorts of students in September 2007
- Two new professionally relevant programs have received OCGS approval in time for a September 2007 start:
  - A two year direct-entry Master's of Social Work
  - An MA in Disaster and Emergency Management [MA DEM] which will be only the second Canadian graduate degree in this rapidly expanding field
- Atkinson's first doctoral program, a PhD in Social Work, received approval from OCGS and will begin in September 2008
- In addition, the Faculty has secured Senate approval for a PhD program in Human Resources Management which, pending final OCGS approval, should accept its first student cohort for September 2008
- In addition, the Faculty is well advanced in the development of two additional master's programs:
  - A Master's of Financial Accountability [MFAcc]
  - A Master's of Arts in Information Systems Technology [MAIST]

Undergraduate Enrolment

Figure 1: Eligible and Ineligible Undergraduate and Graduate FTEs – Atkinson



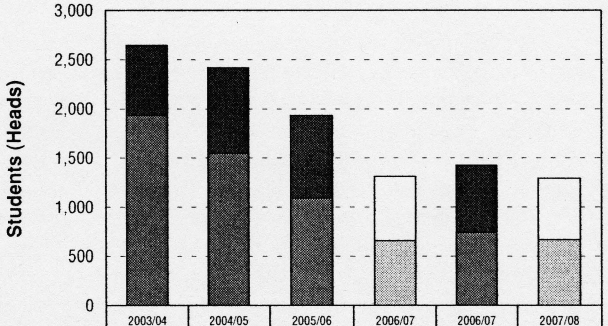
	2002–2003	2003–2004	2004–2005	2005–2006	2006–2007
Graduate	42.8	55.9	88.9	122.2	90.6
Undergraduate	6,796.4	7,919.8	8,964.8	9,949.6	8,273.9

Nursing, Psychology and Health Policy & Management moved to the new Faculty of Health in 2006-2007

Source: Office of Institutional Research and Analysis

Atkinson's total undergraduate enrolment in 2006-2007 was 8,273.9 FTEs, as shown in Figure 1. This total reflects the transfer of Nursing, Psychology, and Health Policy and Management from Atkinson to the Faculty of Health. The departure of these units and their responsible FTEs creates the impression that the Faculty's total undergraduate enrolments are beginning to decline. In fact, total undergraduate enrolment in the remaining Atkinson units is planned to peak in 2007-2008. Thereafter, undergraduate enrolment will decline slightly and even out at a level comparable to that prior to the 2005-2006 growth. The Faculty initially expected this peak in undergraduate enrolments to occur in 2005-2006. However, due to an unexpected increase in enrolments at York that year, of which almost half were in Atkinson, and the increased flow-through of students, this peak in total Atkinson enrolments has been moved out by two years. The Faculty's enrolment targets have been adjusted accordingly.

Figure 2: Admissions: New Eligible Fall Undergraduates on November 1st



	2003/04 Actual	2004/05 Actual	2005/06 Actual	2006/07 Plan	2006/07 Actual	2007/08 Plan
Upper Years	710	869	841	651	681	624
Year 1	1,935	1,551	1,092	660	744	670

Nursing, Psychology and Health Policy & Management moved to the new Faculty of Health in 2006-2007

Source: AVP Academic Resources Planning and Office of Institutional Research and Analysis

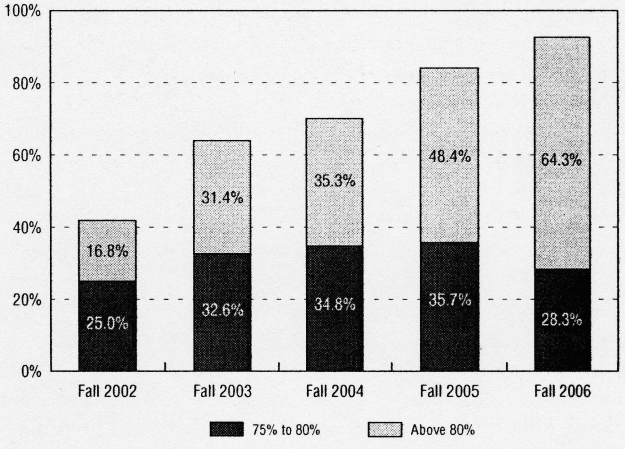
The impact of the increased flow-through is reflected in Figure 2, which shows that admissions to the Faculty have fallen over the last few years despite the continued rise in total enrolments. This is largely a function of the fact that Atkinson students are taking a heavier course load than previously and, as a result, fewer new students generate a larger total number of FTEs. This is in line with the experience across the University which has seen fewer new admits producing a higher rate of flow-through.

Figure 2 also shows that the Faculty continues to admit a significant portion of new Upper Year students. Indeed the proportion of new Year 1 to new Upper Year students has been virtually the same over the last two years. This underlines the extent to which Atkinson continues to provide students with flexible and accessible university programming.

A further facet of the Faculty's commitment to accessibility is its provision of summer programming. Atkinson summer enrolments, as governed by the terms of the pan-Faculty summer treaty, contributed 1525.7 FTEs or 18.7 per cent of Atkinson's total undergraduate enrolments in 2006-2007.

The Quality of Atkinson's Undergraduate Students

Figure 3: Admissions: Percentage of New Year 1 Registrants From Secondary School with Entry Average of 75 per cent or Better

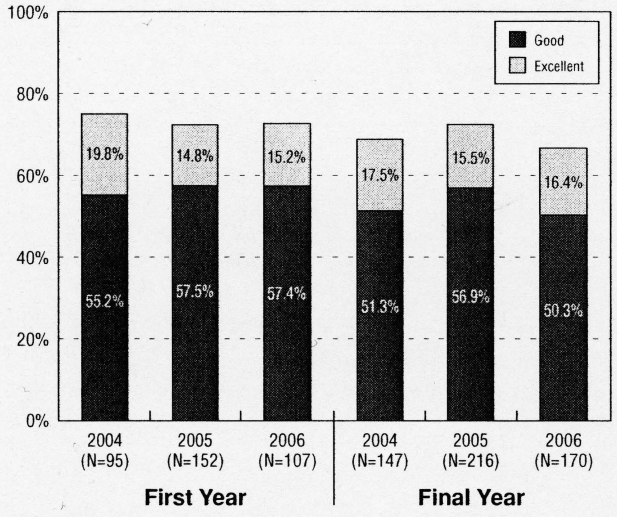


Source: Office of Institutional Research and Analysis

The quality of new students at Atkinson continues to climb. As Figure 3 reflects, the GPA of new Year One students entering directly from high school has increased steadily over the last five years. In the fall 2006, 64.3 per cent of these students had an entry average of more than 80 per cent. This reflects, in part, Atkinson's ability to set higher cut-offs as the Faculty brings down enrolments approaching 2008-2009.

STUDENT ENGAGEMENT

Figure 4: National Survey of Student Engagement: How Would You Evaluate Your Entire Educational Experience?



Source: National Survey of Student Engagement (Winter 2004 and Winter 2005) Office of Institutional Research and Analysis

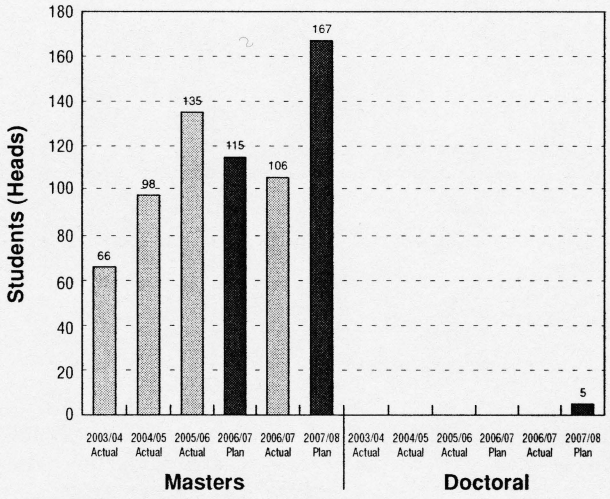
Over the last three years that York has participated in the National Survey of Student Engagement, 72-75 per cent of Atkinson students in their first year and 66-72 per cent of Atkinson students in their final year have rated their educational experience good or excellent. In a commitment to improving these percentages, the Faculty has undertaken a number of initiatives intended to enhance student experience.

Recognizing that student engagement is a key element of student success, and in line with the UAP's prioritization of the student experience, over the last two years the Faculty has taken a leadership role on campus in working to enhance its student-centred programming. This has consisted of a significant array of curricular, co-curricular, and extra-curricular initiatives. In the first instance, Atkinson has significantly expanded its commitment to Experiential Education [EE]. In 2006-2007, 2000 Atkinson students were involved in EE activities in partnership with 175 agencies. The Faculty has experienced particular success with in-class EE activities within senior-level courses across a number of programming areas. These have involved small teams of students working for a significant portion of their course credit on live cases for clients with specific needs. Co-curricular and extra-curricular activities have included a peer-to-peer mentorship program to support new students, a growing student-alumni mentorship program, participation in a variety of pan-York activities and events, and professional development workshops.

Building on the community-University partnerships and sense of civic responsibility that underpin many of the Faculty's EE and co-curricular activities, Atkinson is proud to have secured a $1 million donation from TD Bank Financial Group to establish a York University satellite in the Black Creek West region. This gift is significant as it will not only support Atkinson students, programs and research, but it will also host and coordinate community-university teaching and research partnerships from all Faculties. Consultation meetings with community organizations as well as internal consultations are currently being completed.

GRADUATE PROGRAMMING

Figure 5: Graduate Admissions: Eligible New Graduate Students (Fall Term)

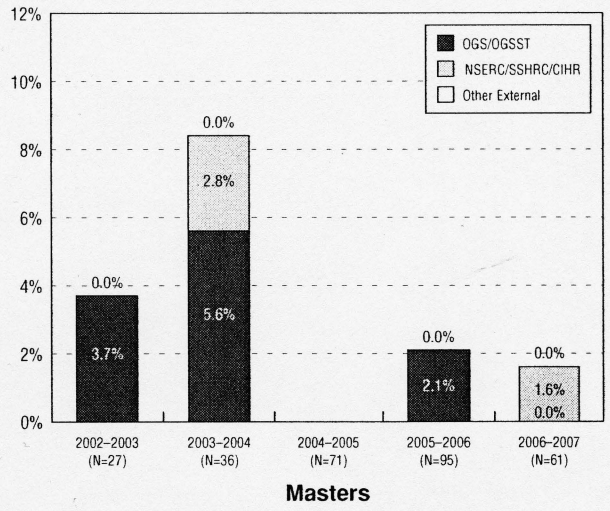


Nursing, Psychology and Health Policy & Management moved to the new Faculty of Health in 2006-2007

Source: AVP Academic Resources Planning and Office of Institutional Research and Analysis

Figure 5 reflects the rapid expansion of graduate programming at Atkinson. The one year decline in new graduate enrolments from 2005-2006 to 2006-2007 is the product of the transfer of two sizeable graduate programs to the new Faculty of Health (the MA in Critical Disability Studies and the MScN in Nursing). The departure of these programs makes even more impressive the planned increase in new enrolments slated for 2007-2008. An important portion of this growth is attributable to the expansion of enrolments in the Faculty's two existing programs: the Master's of Human Resources Management and the one year Master's of Social Work. At the same time, the new executive development Master's of Public Policy, Administration and Law [MPPAL] has been able to accept almost twice the number of students planned as a result of the strength of the applicant pool in its first year. Two new graduate programs – a direct-entry two year Master's of Social Work and a Master's of Arts in Disaster and Emergency Management – have also received approval in time to accept students for September 2007 and their planned enrolments are included in this target. Figure 5 also shows anticipated doctoral enrolments for 2007-2008. This is associated with the anticipated approval of the PhD in Human Resources Management. However, the OCGS review could not be scheduled until the fall of 2007 and the program's first admissions are now anticipated for 2008-2009, along with that of the newly approved PhD in Social Work. The Faculty has a considerable number of other graduate programs well in development which should be approved for 2008-2009 and the subsequent year.

Figure 6: Percentage of Full Time Graduate Students with External Awards



Source: Office of Institutional Research and Analysis

Figure 6 continues to show relatively low rates of external graduate funding for full-time graduate students at Atkinson. This is influenced by a number of factors. The Faculty formerly has housed only a very few graduate programs, most of which accept part-time as well as full-time students and the former are not eligible for funding. The Faculty's existing programs are all master's programs and the rates for external awards tend to be much lower for masters level programs than for doctoral programs. Also, the Master's of Human Resources Management tends to attract working professionals who take a leave of absence from work if they want to complete the program full-time and are less inclined than other students to seek out external funding opportunities.

The Faculty expects that the expansion of graduate programs especially at the doctoral level will result in an increase in external awards.

FACULTY COMPLEMENT

Since 2005-2006, the Atkinson Faculty has relied on its short term budget surplus to make tenure stream hires bridging to future retirements in an effort to mitigate the impact of the continued growth in undergraduate enrolments which will peak in 2007-2008. The Faculty made 37 new hires for 2006-2007 and 20 new hires were authorized for 2007-2008. As a result, the Faculty's complement has grown since 2005-2006, when accommodation is made for the departure of the School of Health Policy and Management, School of Nursing, and Department of Psychology. With the exception of three new positions tied to graduate growth, this increase is an entirely temporary inflation of the faculty complement. Because appointments were made bridging to retirements, the increase in faculty complement will gradually dissipate as faculty retire. The Faculty does not anticipate significant new tenure stream hires in the next few years due to expected across the board budget cuts and the Faculty's looming budget deficit. Therefore the faculty complement is expected to fall slightly in 2008-2009 and remain relatively stable.

Figure 7: Tenure Stream Faculty by Home Faculty as of October 1st

Stream	Rank	2005-2006 Probationary	2005-2006 Tenured	2005-2006 Total	2006-2007 Probationary	2006-2007 Tenured	2006-2007 Total
Professorial	Lecturer	14	0	14	15	0	15
		6.5%	0.0%	6.5%	8.9%	0.0%	8.9%
	Assistant Professor	79	9	88	76	6	82
		36.9%	4.2%	41.1%	45.0%	3.6%	48.5%
	Associate Professor	1	73	74	0	52	52
		0.5%	34.1%	34.6%	0.0%	30.8%	30.8%
	Professor	0	33	33	0	20	20
		0.0%	15.4%	15.4%	0.0%	11.8%	11.8%
Alternate	Assistant Lecturer	4	0	4	0	0	0
		1.9%	0.0%	1.9%	0.0%	0.0%	0.0%
	Associate Lecturer	0	1	1	0	0	0
		0.0%	0.5%	0.5%	0.0%	0.0%	0.0%
	Senior Lecturer	0	0	0	0	0	0
		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Total Tenure Stream Faculty		**98**	**116**	**214**	**91**	**78**	**169**

Nursing, Psychology and Health Policy & Management moved to Faculty of Health in 2006-2007

Source: Office of Institutional Research and Analysis

Figure 8: Faculty Complement

Faculty Data	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08
Full-Time Complement (Home Faculty Heads) @ October 1st						
# of Tenure Stream Faculty	146	164	190	214	169	-
# of Contractually Limited Appointments	13	21	35	57	31	-
Total # of FT Faculty	**159**	**185**	**225**	**271**	**200**	-
Tenure Stream Appointments (Heads)						
# of Authorized Appointments (New + Carry-forwards) (July 1 to June 30)	16.5	33.5	49.0	31.0	40.0	20.0
# of Appointments Made (July 1 to June 30) (* appts made to date)	11.5	25.0	39.0	25.0	37.0	13.0*
Departures: Retirements, Resignations & Deaths (May 1 to April 30)	8.0	6.0	7.0	8.0	14.33	-
Student/Faculty Ratios (FTEs)						
UG FTEs	7580.5	8699.2	9710.9	10773.4	9111.0	-
Grad FTEs	42.8	55.9	88.9	122.2	90.6	-
Full-Time Faculty FTEs	148.7	168.2	211.8	255.6	194.1	-
Full-Time Faculty FTEs (on-site only)	136.4	154.7	189.2	237.1	174.6	-
Part-Time FTEs	165.4	185.8	208.5	226.7	210.3	-
Total Faculty FTEs(on-site only)	301.8	340.5	397.7	463.8	384.9	-
GraduateStudent/Full-Time Faculty FTE	0.3	0.3	0.4	0.5	0.5	-
Undergraduate Student/Full-Time (on-site) & Part-Time Faculty	25.1	25.5	24.4	23.2	23.7	-

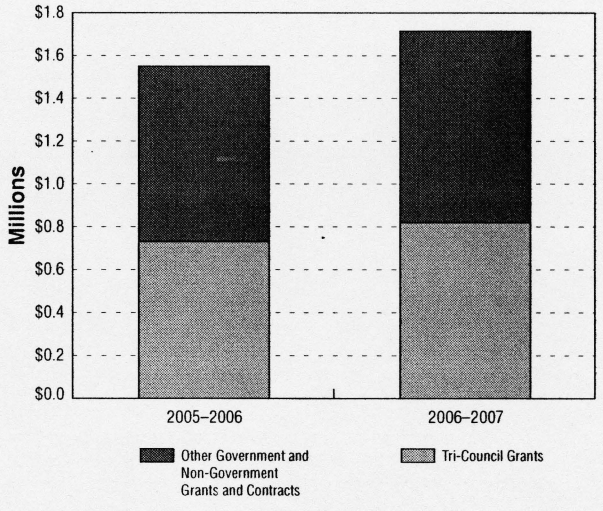
Notes:
a) Full-Time Faculty FTEs includes Tenure Stream, CLAs and SRCs who are not on LTD or Leave Without Pay. It includes those on Sabbatical. These have been adjusted for joint appointments and reduced loads
b) On Site FTEs adjusts for all types of leave including LTD, Paid Leaves, Unpaid Leaves, Sabbaticals and Reduced Loads. These have been adjusted for joint appointments
c) Part Time FTEs includes Teaching Assistants (excluding Marker/Graders), CUPE2, CUPE Exempt, YUFA/OHFA Retirees, YUFA/OHFA Overload
d) Full-time complement is based on an October 1st count. Authorized and appointments made are counted as of July 1st; departures are counted as May 1st. Consequently the difference between appointments and departures will not be equal to the change in the full-time complement counted as of October 1st.
e) Health Management, Psychology and Nursing moved to Faculty of Health in 2006-2007

Sources: AVP Academic Resources Planning and Office of Institutional Research and Analysis

As Figure 8 shows, Atkinson relied heavily on CLA faculty to help bridge the peak in its undergraduate enrolment through 2004-2005, 2005-2006 and 2006-2007. This will continue into 2007-2008, funded as previously by the Faculty's short-term budgetary surplus. The combination of tenure stream hires bridging to retirements, high levels of CLA hires, and heavy reliance on contract faculty have allowed the Faculty to maintain its undergraduate student to full-time and part-time faculty ratio at 24:1. However, Atkinson's student to full-time faculty ratio (calculated to include CLAs and SRCs but not the full-time equivalent of contract faculty) is 39 or 40:1. This latter ratio can be expected to rise. Looking forward to 2008-2009, the Faculty will have exhausted its budgetary surplus and will be unable to hire significant numbers of CLA faculty. While undergraduate enrolments are targeted to decline, they will do so at a rate slower than the anticipated decline in compensatory CLA hires. While this increased student to full-time faculty ratio can be addressed through increased use of contract faculty, this reliance on non tenure-stream instructors has particularly important implications in the context of the Faculty's significant graduate growth.

RESEARCH

Figure 9: Total Awarded Annual Externally-Sponsored Research Income by Source - without Health Numbers for 2005-2006



Source: Office of Research Services and Office of VP Research and Innovation

In line with the UAP, research is a strategic priority for Atkinson and the Faculty has successfully established a strong research profile over the past several years. Atkinson's Research Office has helped faculty members maximize their funding opportunities while playing a key role in fostering a self-conscious research culture within the Faculty. Figures 9 and 10 provide a profile of Atkinson research in 2005-2006

Figure 10: Atkinson Research Performance 2006-2007

	Performance by Eligible Tri-Council			
	CIHR	NSERC	SSHRC	Total
Performance Measure (Full time faculty members)				
Number of FT faculty members (at Oct. 1st)	5	16	148	169
Number of FT faculty members holding an external grant or contract	0	10	29	39
Percentage of FT faculty members holding an external grant or contract[1]	0.0%	62.5%	19.6%	23.1%
Number of FT faculty members holding a tri-council grant	0	10	22	32
Percentage of FT faculty members holding a tri-council grant[2]	0.0%	62.5%	14.9%	18.9%
Total FT faculty research income from all sources	$0.00	$156,000.00	$1,548,435.08	$1,704,435.08
FT faculty research income intensity[3]	$0.00	$ 9,750.00	$ 10,462.40	$ 10,085.41
Total FT faculty research income from the tri-councils	$0.00	$156,000.00	$ 671,426.00	$ 827,426.00
FT faculty tri-council research income intensity[4]	$0.00	$ 9,750.00	$ 4,536.66	$ 4,896.01
Number of tri-council applications by FT faculty members	0	9	31	40
Performance Measure (retirees, adjuncts and others)				
Total research income for retirees, adjuncts and others	$ 0.00	$ 0.00	$ 0.00	$ 0.00
Number of tri-council applications by retirees, adjuncts and others	0	0	0	0

Notes:

1) awards data was obtained from ORS through the RPTS database

2) figures represent dollars awarded (as recorded by ORS) which may not be the same as the actual dollars received; this may lead to discrepancies in the timing/amounts of installments between PBA data and Research Accounting (e-reports) data

3) data does not report the total dollar amount for a grant/contract but the installments that make up a particular award as specified in the award notice

4) data does not include research income that is managed locally but not reported through ORS; the RPTS database captures only research income that is processed through a "500" cost centre account (as defined by Research Accounting); VPRI worked with faculty research officers to report research income that flows through various other cost centres

Source: Office of Research Services and Office of VP Research and Innovation

(adjusted to exclude those faculty who moved to the Faculty of Health) and for 2006-2007 (without Health). In previous PBA reports the Faculty has emphasized the tremendous increase that has been achieved in securing research funding over recent years. In 2006-2007 the Faculty realized a further increase of 10.2 per cent in research funding. This included an increase in Tri-Council funding of 13.6 per cent and in non Tri-Council support of 7.2 per cent.

COHERENCE OF YORK STRUCTURES AND CONSOLIDATION OF PROGRAMS

Atkinson has worked closely with other Faculties to ensure that York has the most appropriate structures to support innovative academic programming, eliminate duplication, and ensure clarity for students. The Faculty has played an active role in:

- Discussions around the consolidation and further differentiation of programming in Economics (including strengthening the distinction between the general Economics and Business Economics programs)
- Consultation with the Schulich School of Business around the differentiation of business programming offered by Schulich and Atkinson's School of Administrative Studies
- The consolidation of Mathematics at York with the transfer of Atkinson Mathematics faculty to FSE and the agreement to close its Mathematics programming
- The establishment and early encouragement of a York-wide Council on Communication Programs to provide a forum for discussion of how to enhance the profile of these programs at York and make the most effective use of the University's academic resources
- Discussion around options, and the development of a plan, for the restructuring of the Faculty of Arts and the Atkinson Faculty

Budget

This is a summary of the 2006-2007 budget and actuals and the planned revenues and expenditures for 2007-2008.

Moving into 2006-2007, the Faculty retained a significant budget surplus. As planned, in 2006-2007 the Faculty used a portion of this surplus to make contractually limited appointments (CLAs), increase the contract faculty budget, hire tenure stream faculty bridging to future retirements, and employ additional marker-graders to offset the peak in enrolments. Moving forward, the Faculty retained a modest surplus that was expected to extend over a few years as costs gradually declined tied to the anticipated fall in enrolments. Instead, however, the extension of the peak in enrolments from 2005-2006 to 2007-2008 has meant that costs moving forward will be significantly higher than anticipated. The 2007-2008 budget shows an anticipated deficit of three million in place of the originally planned two million.

A number of additional factors have contributed to the higher than anticipated in-year deficit. First, the final budget transfers for the new Faculty of Health were only resolved during 2006-2007 and involved budget transfers larger than had been anticipated. A second factor is the continuing salaries of faculty members who turned 65 but decided not to retire under the new legislation. This includes not only Atkinson faculty but also faculty who transferred to the Faculty of Health. Atkinson has thus found itself in the position of needing to bridge the appointments that were tied to these retirements for an additional year and possibly longer. Finally, the Faculty has incurred significant costs as a result of its graduate growth. While Atkinson did receive some funding to support graduate faculty and staff, as well as additional funding linked to differential tuition, in the context of the planned decrease in undergraduate enrolment, Atkinson's graduate growth is consid-

ered disproportionate and is not eligible for FFTE funding. As a result, the Faculty needs to find the funds within its existing budget to support these new programs.

Looking forward to 2008-2009, the Faculty has little expectation of being able to significantly reduce its budget deficit due to the above factors. The result of the combined effect of these two years of significant in-year budget deficits is that the current positive carryforward will be largely gone by the end of 2007-2008 and by the end of the next budget year, the Faculty will be in the position of showing a moderate deficit. This situation will be compounded by the anticipated 2 per cent budget cut anticipated for 2008-2009. The Faculty has conducted a careful assessment of its budgetary options in an effort to minimize its planned in-year and total budget deficits. Thus far it has been able to identify few opportunities to affect significant economies. Future tenure stream appointments will have to be carefully planned in relation to retirements, strategic opportunities such as for graduate appointments or endowed Chairs, and/or deregulated programs which have the potential of generating sufficient income to support new hires.

Atkinson Faculty of Liberal and Professional Studies

	Operating Results by Expense Type		
(Dollars)	2006-2007 Budget	2006-2007 Actuals	2007-2008 Budget
DEGREE			
Revenue:			
External cost recoveries	663,023	479,925	513,850
Internal cost recoveries	765,413	597,442	656,986
Other revenues	523,000	798,754	-
Central allocations	52,371,115	41,008,482	41,555,190
Total Revenue	**54,322,551**	**42,884,603**	**42,726,026**
Expenses:			
Faculty - Administration	819,175	823,936	848,204
Faculty - Full-time	27,635,568	22,055,948	24,001,728
Faculty - Contract	9,690,636	7,855,938	7,590,977
Teaching assistants	1,453,596	864,916	615,017
Research	2,828,976	1,889,602	1,785,422
Support/Administration	9,170,675	7,837,991	7,779,951
Other	560,103	419,977	352,950
Total Salaries and Benefits	**52,158,729**	**41,748,308**	**42,974,249**
Operating costs	4,333,007	2,919,000	3,050,946
Amortization of capital assets	-	-	-
Cost of goods sold	150	-	-
Taxes and utilities	339,435	272,175	253,863
Scholarships & bursaries	198,000	-	55,000
Interest on long-term debt	-	-	-
Total Expenses	**57,029,321**	**44,939,483**	**46,334,058**
Total Revenue less Expenses	**(2,706,770)**	**(2,054,880)**	**(3,608,032)**
Previous Year's Carryforward	**6,238,620**	**6,238,620**	**4,183,740**
Carryforward to Next Year	**3,531,850**	**4,183,740**	**575,708**
NON-DEGREE			
Total Revenue less Expenses	**119,295**	**(191,736)**	**(233,999)**
Previous Year's Carryforward	**922,620**	**922,620**	**730,884**
Carryforward to Next Year	**1,041,915**	**730,884**	**496,885**

Goals for 2007-2008

In 2007-2008 the Atkinson Faculty of Liberal and Professional Studies intends to move forward actively in a number of key areas:

- Atkinson is committed to working as an active partner in the creation of the new Faculty of humanities and social sciences including participating in discussions around new structures and program harmonization as well as serving as a vocal advocate for the unique qualities that have distinguished Atkinson for more than 40 years. Atkinson is particularly concerned that York maintain the same quality of support and care for adult and working students that has formed the basis of the Faculty's reputation. To help support this transition, the Atkinson Faculty has established a subcommittee to bring forward recommendations to the VP Academic concerning the provision of educational programs and the creation of student engagement activities for part-time and mature students based on its decades of experience.
- The Faculty will continue to develop significant new undergraduate programming:
  - The Faculty anticipates that the significantly revised BA in Business Economics that differentiates this area of study from the general BA in Economics will come forward for formal Senate approval
  - A new BA degree program in Human Rights and Equity Studies is in development which will draw on the research strengths and interdisciplinarity of Atkinson's School of Social Science faculty
  - The Faculty's School of Administrative Studies [SAS] will move ahead with a series of niche and mainstream business programs that will differentiate its programming from that of the Schulich School of Business:
    - The Faculty looks forward to receiving Senate approval early in 2007-2008 for two new BAS degree niche programs in Disaster and Emergency Management and in Health Administration
    - The Faculty also expects to bring forward a proposal for a new Management Science stream within the existing BAS degree program
    - As part of the effort to differentiate its mainstream business programming from that of the Schulich School of Business for students entering university directly from high school (101s), SAS expects to complete consultation with Schulich concerning a co-op Bachelor of Accounting program [BAcc] which is intended as a professionally-focused degree for students proceeding directly from high school. This program will be submitted for Senate approval. The Faculty also intends to move forward in discussions with Schulich over comparable Bachelor of Finance and Bachelor of Marketing programs.
    - At the same time, the Faculty and SAS will work to expand enrolments in the existing mainstream BAS degree program for all categories of students not proceeding directly from high school including students who have taken one or more years away from their studies, college transfer students and new Upper Year and Faculty transfer students

- The Faculty is committed to continued graduate growth and intends to:
  - Proceed with the development of new graduate programming already underway including:
    - Master's of Financial Accountability [MFAcc]
    - Master's of Arts in Information Systems and Technology [MAIST]
    - MA/PhD in Indigenous Thought
  - Complete discussion with the Schulich School of Business about and finalize proposals for the following additional graduate programs:
    - Master's of Science in Logistics and Transportation Management
    - Master's of Communications Management and Marketing Research
    - Master's of Investment Management
    - Master's of Consulting
- Atkinson will also continue to work to improve student engagement by:
  - Expanding the Faculty's Experiential Education initiative including the development of internships, co-op, and for-credit field experience and practica courses. The Faculty expects to increase the number of placements by 40 per cent over the next year.
  - Extending the Faculty's commitment to student retention and success by providing pro-active support to students who may be at risk through a supplemental instruction pilot project and the development of an "Emotional Quotient Inventory" program.
- In 2007-2008, the Faculty is committed to continuing to build its research profile by focusing strategically on nurturing the development of areas of research excellence in targeted areas. Heretofore the breadth of research activity within Atkinson has tended to work against such initiatives but increasingly faculty members are perceiving conglomerations of interest around broad themes and issues.

FACULTY OF EDUCATION

Overview

The Faculty of Education continued the process of developing new initiatives selectively, and building upon current strengths in each of its program areas in 2006-2007. Its activities have been guided by the 2002-2003 Five Year Plan, the 2005 University Academic Plan, and the continuing need to respond in innovative ways to shifting and unexpected external currents. The Faculty achieved virtually all of its 2006-2007 objectives. Its general goals for 2007-2008 include: the continued expansion and anticipated consolidation of the graduate program; the implementation of a new plan designed to increase external research funding; the extension into York Region of community-based education initiatives; the development of a new faculty recruitment plan; the securing of funds for the creation of a new academic Chair in 'Education in the New Urban Environment.' Highlights of Faculty activities and plans are provided below.

Report on Implementation of 2006-2007 Objectives

- **Implementing faculty recruitment strategy; hiring for all approved full-time tenure track positions. COMPLETED.** As planned, the Faculty made one tenure-track growth appointment in International Education for 2006-2007. The Faculty obtained approval for seven new tenure track (including two joint appointments) and one contractually limited position for 2007-2008. Four tenure track and one CLA appointments were made.

- **Implementing proposal to create a graduate diploma program in post-secondary education. COMPLETED.** The new diploma program was approved by Senate and the Ontario Council on Graduate Studies and will begin in Fall 2007.

- **Improving promotion and marketing of graduate program in order to meet new graduate enrolment targets. COMPLETED.** Graduate entrance targets were met in 2006-2007. A new course-only Master's stream was approved as was a community-situated graduate program pilot at Firgrove Public School in North York, both of which will begin in Fall 2007.

- **Implementing final year of curriculum renewal in the undergraduate Concurrent program. COMPLETED.** The third year of the new Concurrent Program was successfully implemented. A new French (B.Ed), designed to improve the quality and increase the number of graduates specializing in French Immersion Education, was approved, and will begin at Glendon College in Fall 2007.

- **Continuing with review of undergraduate Consecutive program with a view to reform and renewal; planning for change in Consecutive program in view of possible shifts in provincial funding policy. IN PROCESS.** New initiatives: the introduction of on-line mentoring for teacher candidates; the reorganization of student advising into a coherent and comprehensive experience; the introduction of a new practicum evaluation process. The Consecutive Program curriculum review continues. The Faculty awaits provincial announcements on short and long term funding of teacher education. Other initiatives: the Faculty engaged in a major extension of the Westview-York University Community Partnership and outreach programs in the Jane-Finch area (which now includes some 20 initiatives) following receipt of new provincial government funding.

- **Expanding selectively Field Development educational partnerships (internal and external) by building on current academic and programmatic strengths. COMPLETED.** Notable developments: *Destination Arts*, which promotes arts education and professional development for teachers, undertook ten projects in 2006-2007. These included: a collaboration with the Canadian Education Association on the creation of an original play and subsequent film, "Imagine a School", featuring students from three urban high schools across Canada; a professional development non-degree certificate course for artists and actors in the classroom with the Ontario Arts Council and the Stratford Festival respectively. *The Sustainability and Education Academy (SEDA)*, a partnership with the Schulich School of Business, which provides executive development seminars for the creation and delivery of sustainability education programs in schools, held a planning session in preparation for a major conference in Fall 2007. Other initiatives: co-sponsorship of the *Inner-city Model School Conference* in Toronto; co-sponsorship in Toronto of the Reggio Emilia *"Hundred Languages of Children Exhibit"*. In collaboration with the *Board of Jewish Education*, the Faculty offered Part Three of the Additional Qualification series of courses for Special Education teachers. Total enrolments in *Additional Qualification* courses reached some 6000 registrants in 2006-2007.

- **Expanding selectively International educational partnerships by building on current academic and programmatic strengths. COMPLETED/IN PROCESS.** New initiatives include: a summer exchange program piloted at PH Freiburg in Germany; a speaker series at York on applied linguistic action research, arising from work with the Autonomous University of Madrid; exploratory discussions for the development of secondary school teacher education initiatives in Tanzania. Other international activities: annual graduate summer institute; program supporting Internationally Trained teachers; visiting scholars program; major engagement in York International Internship Program; receipt of York Internationalization Grant for "Expressing Identity Through the Arts" – collaboration with Baden-Wurttemberg; planning for 'Shades of Brown', an international conference on South Asian education in the Diaspora to be held at York in July 2007; professional development projects with educators from Hong Kong, Spain, Mexico, PR China, Mongolia, Kenya, U.S. (Illinois).

- **Developing a strategic plan for programmatic change in Deaf and Hard of Hearing Education. COMPLETED/IN PROCESS.** Having submitted a brief to the Ontario College of Teachers on the future of Deaf and Hard of Hearing Education, the Faculty received the results of the OCT review on this subject. This is likely to lead to the introduction in the Faculty of two Deaf Education specializations (English and American Sign Language). Other initiatives: in partnership with the Ontario Ministry of Child and Youth Family Services, the Program sponsored a three-day interactive forum, "the Nottingham Early Assessment Package."

- **Developing a strategic plan for improving Faculty research culture and the prospects for successful research grant applications. COMPLETED/IN PROCESS.** New initiatives: the creation of an online Research Conference designed to aid the research application process; the publication of a Research Newsletter designed to inform faculty and targeted external communities about ongoing research and projects within Education. The re-conceptualization and design of the Research Web site continues. Notably, faculty members were awarded three SSHRC and three other major external grants from federal and provincial government departments. Other activities: the second annual Faculty Research Forum; applied research projects, collaborations, professional development forums and knowledge mobilization initiatives through YSIMSTE (York-Seneca Institute for Math, Science and Technology Education).
- **Implementing a communications strategic plan designed to enhance Faculty academic profile and to cultivate alumni and donor relations. COMPLETED.** Strategic plan submitted to the Dean in May 2007. The Faculty appointed its first web designer and developer. A faculty alumna, Sandra Chiddan, was awarded Education's first Bryden Award. Several faculty received recognition and awards, including an honorary doctorate in Sweden; a citation for one of Oxford University Press's seminal research papers; a Distinguished University Researcher Award; a University Professorship. Two education alumni received Premier's Awards for Teaching Excellence. Three editions of Pre-service Newsletter, directed to mentor teachers and community partners, were published. A new Westview programs brochure, describing outreach initiatives in the Jane-Finch area, was widely disseminated. Web site news stories were regularly updated. The Dean presented highlights of Faculty activities to the April 30th meeting of the York University Board of Governors.
- **Participating fully in York fund raising campaign; doubling of donations beyond 2005-2006 level. COMPLETED/IN PROCESS.** The Faculty's total donations more than doubled, exceeding $600,000 in 2006-2007. Funds were raised for 6 new student awards and bursaries, including the Cornerstone Leadership Awards for a graduating Concurrent and Consecutive student. Fund raising for a new Chair in 'Education in the New Urban Environment' was initiated and continues.
- **Facilitating the move of the Faculty from the Ross Building to Winters College, scheduled for Fall 2007. COMPLETED/IN PROCESS.** The move into Winters is scheduled for July-August, 2007.

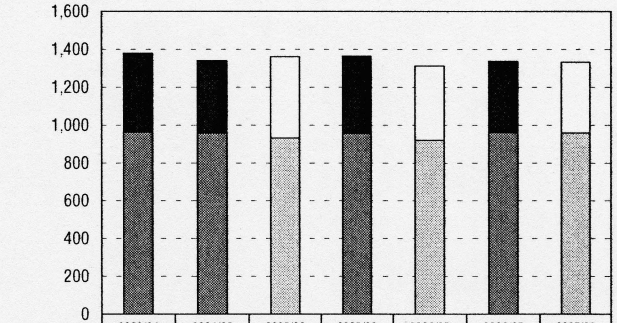
Performance Measures

ENROLMENTS

Although undergraduate enrolments in the Concurrent program were somewhat under target in 2006-2007, overall, the Faculty slightly exceeded its target because of strong Consecutive enrolments. The application pool remained healthy notwithstanding the softening of the job market for new teachers. In light of expected cuts in funding for teacher education in Ontario, it is likely that Faculty of Education Bachelor of Education enrolments will decline in the near future

Official graduate enrolment numbers indicate a shortfall in the achievement of the 2006-2007 masters' target. However, a significant number of students who were admitted to the program began their studies in the 2007 Winter or Summer sessions and were therefore not included in the November 1, 2006 count. In addition, some who were admitted in March 2006 began their program immediately in the April 2006 session. They are not included in the Nov. 2006 or Nov. 2007 count, thus further compounding the enrolment planning and counting exercises. This is a systemic problem affecting other Faculties as well. The Faculty planned for and admitted 15 new doctoral students.

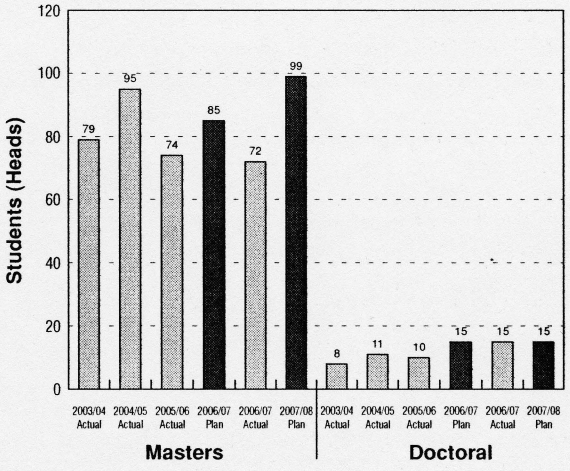
Figure 1:Undergraduate FTEs



	2003/04 Actual	2004/05 Actual	2005/06 Plan	2005/06 Actual	2006/07 Plan	2006/07 Actual	2007/08 Plan
Concurrent	416	394	430	409	392	376	373
Consecutive	963	957	931	955	920	961	959

Source: Office of Institutional Research and Analysis

Figure 2: Eligible New Graduate Students (Fall Term)

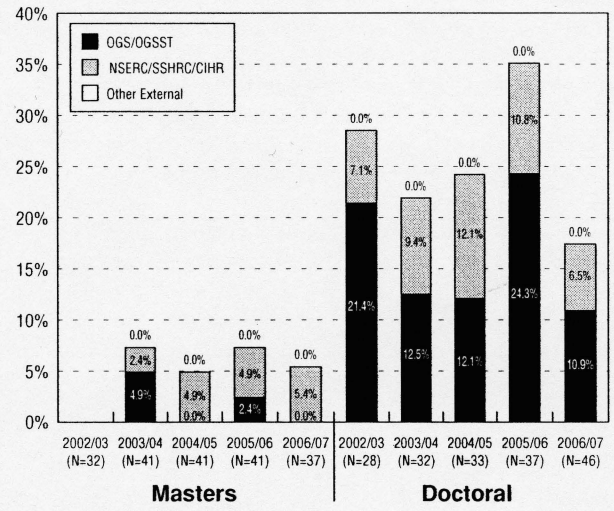


Source: Office of Institutional Research and Analysis

GRADUATE STUDENT EXTERNAL AWARDS

The percentage of graduate students receiving external awards from OGS and SSHRC declined in 2006-2007 from the historically high level of 2005-2006. Based on preliminary indicators, it is anticipated that the 2007-2008 success rate will improve.

Figure 3: Percentage of Full Time Graduate Students with External Awards



Source: Office of Institutional Research and Analysis

TENURE STREAM FACULTY

The Faculty made one new tenure track appointment in 2006-2007. Faculty members continue to move through the tenure and promotion ranks: the number of Associate Professors increased by 3.5 per cent from 2005-2006.

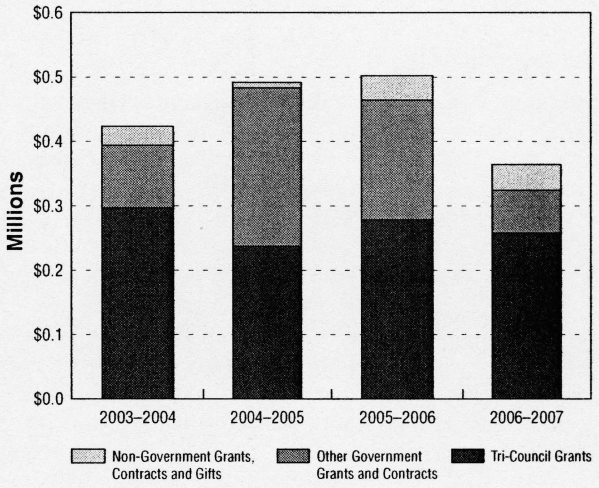
FACULTY COMPLEMENT

As well as recruiting a new tenure-track faculty member in 2006-2007 (growth appointment in International Education), the Faculty obtained approval for seven new tenure track (including two joint appointments) and one contractually limited position for 2007-2008. Four tenure track appointments were made in the following areas: Teacher Education, Post-secondary Education, Science Education and History Education. A contractually limited appointment was made in Jewish Teacher Education (with Arts). The tenure track postings in Assessment Education, Jewish Teacher Education, and French Immersion (with Glendon) were not filled and, pending approval, will be advertised in the coming year.

RESEARCH

Income from external sources increased significantly in 2006-2007, owing in large part to grants received from provincial and federal government departments. The Faculty anticipates an especially large applicant pool for the 2007-2008 SSHRC competition.

Figure 6: Total Awarded Annual Externally-Sponsored Research Income by Source



Source: ORS from RPTS

Figure 4: Tenure Stream Faculty by Home Faculty as of October 1st

Stream	Rank	2005-2006 Probationary	2005-2006 Tenured	2005-2006 Total	2006-2007 Probationary	2006-2007 Tenured	2006-2007 Total
Professorial	Lecturer	0	0	0	0	0	0
		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
	Assistant Professor	10	0	10	10	0	10
		23.3%	0.0%	23.3%	22.7%	0.0%	22.7%
	Associate Professor	0	19	19	0	21	21
		0.0%	44.2%	44.2%	0.0%	47.7%	47.7%
	Professor	0	14	14	0	13	13
		0.0%	32.6%	32.6%	0.0%	29.5%	29.5%
Alternate	Assistant Lecturer	0	0	0	0	0	0
		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
	Associate Lecturer	0	0	0	0	0	0
		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
	Senior Lecturer	0	0	0	0	0	0
		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Total Tenure Stream Faculty		**10**	**33**	**43**	**10**	**34**	**44**

Excludes new appointments beginning after Oct 1/06

Source: Office of Institutional Research and Analysis

Figure 5: Faculty Complement

Faculty Data	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08
Full-Time Complement (Home Faculty Heads) @ October 1st						
# of Tenure Stream Faculty	42	43	42	43	44	-
# of Contractually Limited Appointments	0	0	0	1	2	-
Total # of FT Faculty	**42**	**43**	**42**	**44**	**46**	-
Tenure Stream Appointments (Heads)						
# of Authorized Appointments (New + Carry-forwards) (July 1 to June 30)	4.0	2.0	2.0	5.0	2.0	6.0
# of Appointments Made (July 1 to June 30) (* appts made to date)	3.0	1.0	1.0	4.0	1.0	4.0*
Departures: Retirements, Resignations & Deaths (May 1 to April 30)	1.0	1.0	1.0	2.0	1.0	-
Student/Faculty Ratios (FTEs)						
UG FTEs	1346.6	1379.3	1350.6	1363.7	1355.0	-
Grad FTEs	114.6	126.7	135.8	142.0	143.8	-
Full-Time Faculty FTEs	41.3	40.9	40.2	43.2	43.8	-
Full-Time Faculty FTEs (on-site only)	33.4	35.8	34.9	37.2	31.5	-
Part-Time FTEs	74.0	74.2	75.1	72.8	70.9	-
Total Faculty FTEs(on-site only)	107.4	110.0	110.0	110.0	102.4	-
GraduateStudent/Full-Time Faculty FTE	2.8	3.1	3.4	3.3	3.3	-
Undergraduate Student/Full-Time (on-site) & Part-Time Faculty	12.5	12.5	12.3	12.4	13.2	-

Notes:

a) Full-Time Faculty FTEs includes Tenure Stream, CLAs and SRCs who are not on LTD or Leave Without Pay. It includes those on Sabbatical. These have been adjusted for joint appointments and reduced loads

b) On Site FTEs adjusts for all types of leave including LTD, Paid Leaves, Unpaid Leaves, Sabbaticals and Reduced Loads. These have been adjusted for joint appointments

c) Part Time FTEs includes Teaching Assistants (excluding Marker/Graders), CUPE2, CUPE Exempt, YUFA/OHFA Retirees, YUFA/OHFA Overload

d) Full-time complement is based on an October 1st count. Authorized and appointments made are counted as of July 1st; departures are counted as May 1st. Consequently the difference between appointments and departures will not be equal to the change in the full-time complement counted as of October 1st.

Sources: AVP Academic Resources Planning and Office of Institutional Research and Analysis

Figure 7: Research Performance 2006-2007

	Performance by Eligible Tri-Council			
	CIHR	NSERC	SSHRC	Total
Performance Measure (Full time faculty members)				
Number of FT faculty members (at Oct. 1st)	0	0	1	1
Number of FT faculty members holding an external grant or contract	0	0	2	2
Percentage of FT faculty members holding an external grant or contract[1]	0.0%	0.0%	15.5%	15.5%
Number of FT faculty members holding a tri-council grant	0	0	4	4
Percentage of FT faculty members holding a tri-council grant[2]	0.0%	0.0%	53.6%	53.6%
Total FT faculty research income from all sources	$0.00	$0.00	$135,330.59	$135,330.59
FT faculty research income intensity[3]	$0.00	$0.00	$ 2,810.16	$ 2,810.16
Total FT faculty research income from the tri-councils	$0.00	$ 0.00	($ 20,988.00)	($ 20,988.00)
FT faculty tri-council research income intensity[4]	$ 0.00	$ 0.00	($ 624.45)	($ 624.45)
Number of tri-council applications by FT faculty members	0	9	(11)	(11)
Performance Measure (retirees, adjuncts and others)				
Total research income for retirees, adjuncts and others	$ 0.00	$0.00	$ 0.00	$ 0.00
Number of tri-council applications by retirees, adjuncts and others	0	0	(1)	(1)

Notes:

1) awards data was obtained from ORS through the RPTS database

2) figures represent dollars awarded (as recorded by ORS) which may not be the same as the actual dollars received; this may lead to discrepancies in the timing/amounts of installments between PBA data and Research Accounting (e-reports) data

3) data does not report the total dollar amount for a grant/contract but the installments that make up a particular award as specified in the award notice

4) data does not include research income that is managed locally but not reported through ORS; the RPTS database captures only research income that is processed through a "500" cost centre account (as defined by Research Accounting); VPRI worked with faculty research officers to report research income that flows through various other cost centres

Source: Office of Research Services and Office of VP Research and Innovation

Budget

The financial resources for the Faculty have had the benefit of a separate funding envelope from the Ministry of Training, Colleges and Universities to cover the increased enrolment of teacher candidates in the Consecutive Program over the past few years. The funding has been extended once again for the 2007-2008 academic year; however, the Ministry has not indicated future extension or elimination of this funding. It is anticipated that this funding will not continue and the Faculty will be facing significant changes in terms of its enrolment and funding levels.

The Research and Field Development Office has continued to expand its non-credit course offerings; however, competition from Boards of Education who are able to offer Additional Qualifications courses is being felt with some decrease in registrations.

Faculty of Education

	Operating Results by Expense Type		
(Dollars)	2006-2007 Budget	2006-2007 Actuals	2007-2008 Budget
DEGREE			
Revenue:			
External cost recoveries	389,000	449,664	381,000
Internal cost recoveries	1,040,470	1,098,563	1,038,522
Other revenues	450,000	450,180	395,000
Central allocations	12,850,069	13,376,802	13,569,224
Total Revenue	**14,729,539**	**15,375,209**	**15,383,746**
Expenses:			
Faculty - Administration	442,380	459,898	451,924
Faculty - Full-time	3,250,386	3,465,979	4,517,010
Faculty - Contract	1,092,110	1,511,268	1,323,721
Teaching assistants	477,855	418,952	380,751
Research	1,507,387	1,523,434	868,304
Support/Administration	3,533,536	3,699,655	3,794,901
Other	3,218,866	2,956,240	3,023,345
Total Salaries and Benefits	**13,522,520**	**14,035,426**	**14,359,956**
Operating costs	1,177,276	1,270,613	1,097,006
Amortization of capital assets	-	-	-
Cost of goods sold	-	736	-
Taxes and utilities	52,500	394,534	436,668
Scholarships & bursaries	24,400	20,619	24,000
Interest on long-term debt	-	-	-
Total Expenses	**14,776,696**	**15,721,928**	**15,917,630**
Total Revenue less Expenses	**(47,157)**	**(346,719)**	**(533,884)**
Previous Year's Carryforward	**1,133,123**	**1,133,123**	**786,404**
Carryforward to Next Year	**1,085,966**	**786,404**	**252,520**
NON-DEGREE			
Total Revenue less Expenses	**866,121**	**911,172**	**767,965**
Previous Year's Carryforward	**5,664,482**	**5,664,482**	**6,575,654**
Carryforward to Next Year	**6,530,603**	**6,575,654**	**7,343,619**

In 2006-2007 the Faculty has sustained a deficit in its academic budget, although previous years' carry-forward has made up the deficit. The year saw an increase in contract faculty costs to cover tenure stream course releases and unexpected faculty illnesses, and increased cost of leasing for off campus teaching sites.

Surplus funds from non-credit course revenues will be needed to support a transition year (or two) in order to implement any major program changes resulting from the loss of the separate funding envelope; and to provide funds for equipment, furnishings and other materials for the Faculty's move to Winters College in Summer 2007.

Strategic Priorities, 2007-2008

- Implementing current phase of faculty recruitment strategy and developing a new faculty recruitment plan for implementation beginning in 2008-2009.
- Implementing first year of new B.Ed (French) stream at Glendon College.
- Consideration and implementation of a report on 'Degree Level Expectations' strategy for the Pre-service Program.
- Implementing new course-only Master's stream in Graduate Program.
- Expanding selectively Field Development educational partnerships (internal and external) by building on current academic and programmatic strengths.
- Completing plans for curriculum and programmatic changes to the Deaf and Hard of Hearing Program, including the introduction of specialized streams and the development of online courses.
- Enhancing community-based educational initiatives in undergraduate, graduate, and continuing education programs.
- Sustaining and selectively enhancing arts-based education programs through Destination Arts.
- Significantly increasing the number of successful SSHRC applications.
- Procurement of new research and program funding from external agencies.
- Expanding selectively international educational partnerships by building on current academic and programmatic strengths, and enhancing Faculty's international profile.
- Redesigning Web site and upgrading Web site maintenance protocols.
- Increasing fund raising levels, with particular focus on the proposed Chair in Education and the New Urban Environment.
- Completing the move of the Faculty from the Ross Building to Winters College.

FACULTY OF ENVIRONMENTAL STUDIES

Overview

The Faculty of Environmental Studies (FES), the first and largest Environmental Studies program in Canada, continues to be a leader in interdisciplinary, experiential and contextual learning. Faculty and students explore systems and relationships in built, natural and social environments, emphasizing the integration of theory and practice. FES offers BES, MES and PhD degrees.

Report on Implementation of 2006-2007 Goals

FUNDRAISING

FES saw tremendous increases in financial support for FES students, particularly in the graduate program. Beginning for the first time in 2007, all MES students entering the graduate program with a B+ average or better are guaranteed funding for two years. While all PhD students have guaranteed funding for six years, the amount of this funding has also been increased. This has made the graduate program more competitive and strengthened the academic profile of the incoming graduate class. FES also created a Las Nubes Facilities Committee and a Las Nubes Development/ Fundraising Committee to support facilities development at Las Nubes Rainforest, as well as raise funds for a Chair to support Las Nubes-based research and teaching. FES also participated in and contributed to York University's capital campaign.

RESEARCH

Several initiatives in 2006-2007 were aimed at enhancing the research profile of FES faculty and students. The FES Research and Awards Committee reviewed its mandate and its procedures, recommending several innovations to better highlight faculty and student research achievements, as well as improving in-house support for researchers. The redesign of the FES Web site – including the FES research Web site – is well underway and will be ready for launch in December 2007. FES continues to have a vibrant and active research culture.

STUDENT EXPERIENCE

In preparation for OCGS and UPR reviews in 2007-2008, FES conducted a systematic review of student satisfaction. In response, FES introduced mentors for new faculty and held advising workshops for faculty members. An additional front-line staff member was added to the Office of Student Academic Services, and students were more actively involved in planning orientation activities for 2007. Services provided by the Student and Alumni Resource Centre are also under ongoing review and improvement.

PLANNING FOR OCGS AND UPR REVIEWS

Draft reports for both reviews are complete and consultants nominated. Enthusiastic reviews are anticipated from both the Ontario Council of Graduate Studies and the Undergraduate Program Review in 2007-2008.

COMMUNICATIONS STRATEGY

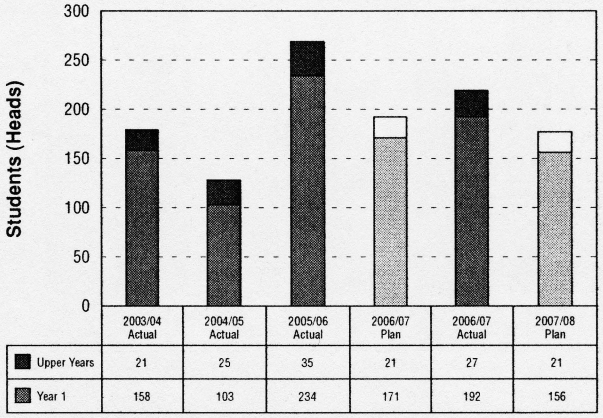
FES has worked diligently to develop a communications strategy and media plan that clarifies the messaging to external audiences about the Faculty. This will culminate in the launch of the newly redesigned Web site in December 2007.

Performance Measures

STUDENTS

Admissions: New Eligible Fall Undergraduates: BES admissions were much closer though still above target for the second year in a row.

Figure 1: Admissions: New Eligible Fall Undergraduates on November 1st

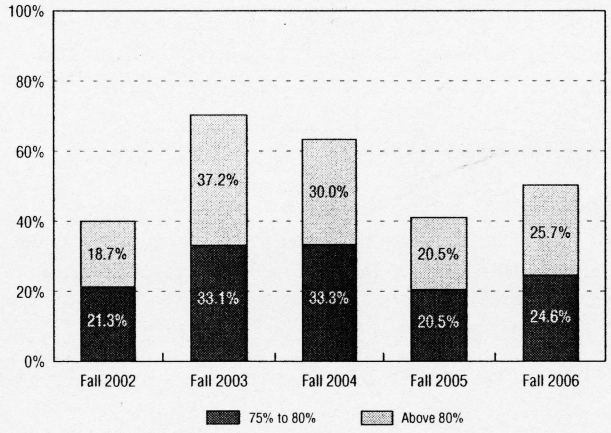


	2003/04 Actual	2004/05 Actual	2005/06 Actual	2006/07 Plan	2006/07 Actual	2007/08 Plan
Upper Years	21	25	35	21	27	21
Year 1	158	103	234	171	192	156

Sources: AVP Academic Resources Planning and Office of Institutional Research and Analysis

Admissions: Percentage of New Year 1 Registrants: While there is still room for improvement, there was a significant rise in the proportion of those with higher GPAs over the previous year.

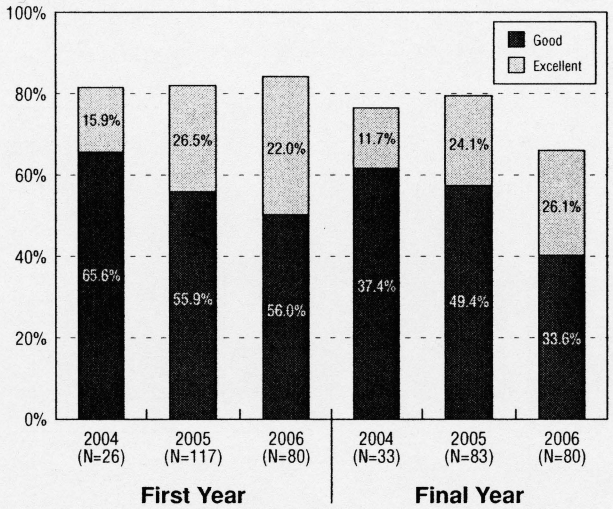
Figure 2: Admissions Percentage of New Year 1 Registrants from Secondary School with Entry Average 75 per cent or Better



Source: Office of Institutional Research and Analysis

National Survey of Student Engagement: The apparent decline in evaluations by first and final year students is called into question by the highly varied number of responses from year to year. Despite this, improving the educational experience of BES students remains a high priority.

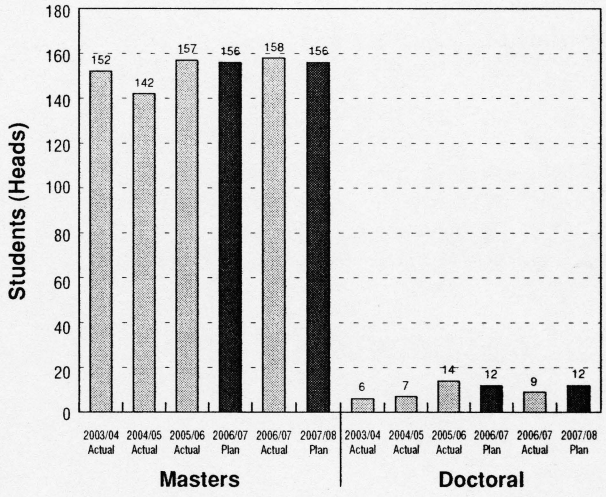
Figure 3: National Survey of Student Engagement: How Would You Evaluate Your Entire Educational Experience?



Sources: National Survey of Student Engagement (Winter 2004 and Winter 2005) and Office of Institutional Research and Analysis

Graduate Admissions: MES admissions continue on target. PhD admissions were slightly below target for 2006-2007, but should be back on track for 2007-2008.

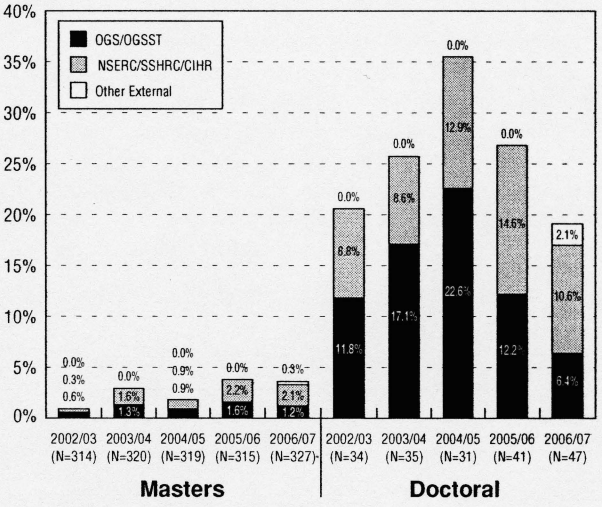
Figure 4: Graduate Admissions: Eligible New Graduate Students (Fall Term)



Sources: AVP Academic Resources Planning and Office of Institutional Research and Analysis

Percentage of Full Time Graduate Students with External Awards: There was a drop in the number of external awards for PhD students in FES – from a total of 11 in both 2004-2005 and 2005-2006 back down to nine in 2006-2007, which was the number received in 2003-2004. The percentage decrease reflects this and the dramatic growth in PhD enrolments, which has not been accommodated with a corresponding increase in the Faculty's quota. FES will strive to increase external funding for its graduate students.

Figure 5: Percentage of Full Time Graduate Students with External Awards



Source: Office of Institutional Research and Analysis

FACULTY

Tenure Stream Faculty: In 2006-2007, four new tenure-stream faculty members joined FES as Assistant Professors, two faculty members were promoted – one from Assistant to Associate and one from Associate to Full Professor – two Full Professors retired, and one Assistant Professor left the Faculty for an academic appointment in Manitoba.

Figure 6: Tenure Stream Faculty by Home Faculty as of October 1st

Stream	Rank	2005-2006 Probationary	2005-2006 Tenured	2005-2006 Total	2006-2007 Probationary	2006-2007 Tenured	2006-2007 Total
Professorial	Lecturer	0	0	0	0	0	0
		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
	Assistant Professor	8	1	9	10	1	11
		20.5%	2.6%	23.1%	25.0%	2.5%	27.5%
	Associate Professor	0	19	19	0	19	19
		0.0%	48.7%	48.7%	0.0%	47.5%	47.5%
	Professor	0	11	11	0	10	10
		0.0%	28.2%	28.2%	0.0%	25.0%	25.0%
Alternate	Assistant Lecturer	0	0	0	0	0	0
		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
	Associate Lecturer	0	0	0	0	0	0
		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
	Senior Lecturer	0	0	0	0	0	0
		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Total Tenure Stream Faculty		**8**	**31**	**39**	**10**	**30**	**40**

Excludes new appointments beginning after Oct 1/06

Source: Office of Institutional Research and Analysis

Faculty Complement: Growth in both graduate and undergraduate enrolments has resulted in larger student/faculty ratios that should be tempered substantially by five new hires for 2007-2008.

Figure 7: Faculty Complement

Faculty Data	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08
Full-Time Complement (Home Faculty Heads) @ October 1st						
# of Tenure Stream Faculty	33.0	35.0	36.0	39.0	40.0	-
# of Contractually Limited Appointments	4.0	3.0	0.0	0.0	0.0	-
Total # of FT Faculty	**37.0**	**38.0**	**36.0**	**39.0**	**40.0**	-
Tenure Stream Appointments (Heads)						
# of Authorized Appointments (New + Carry-forwards) (July 1 to June 30)	2.0	2.0	3.0	2.0	4.3	5.0
# of Appointments Made (July 1 to June 30) (* appts made to date)	0.0	2.0	3.0	2.0	4.3	5.0*
Departures: Retirements, Resignations & Deaths (May 1 to April 30)	0.0	0.0	1.0	0.0	3.0	-
Student/Faculty Ratios (FTEs)						
UG FTEs	275.2	334.4	341.3	473.3	520.6	-
Grad FTEs	308.1	325.3	328.3	334.7	351.2	-
Full-Time Faculty FTEs	36.1	35.6	36.4	37.6	36.7	-
Full-Time Faculty FTEs (on-site only)	33.3	31.5	30.9	32.6	29.5	-
Part-Time FTEs	16.5	19.0	22.1	27.1	29.3	-
Total Faculty FTEs(on-site only)	49.8	50.5	53.0	59.7	58.8	-
GraduateStudent/Full-Time Faculty FTE	8.5	9.1	9.0	8.9	9.6	-
Undergraduate Student/Full-Time (on-site) & Part-Time Faculty	5.5	6.6	6.4	7.9	8.8	-

Notes:
a) Full-Time Faculty FTEs includes Tenure Stream, CLAs and SRCs who are not on LTD or Leave Without Pay. It includes those on Sabbatical. These have been adjusted for joint appointments and reduced loads
b) On Site FTEs adjusts for all types of leave including LTD, Paid Leaves, Unpaid Leaves, Sabbaticals and Reduced Loads. These have been adjusted for joint appointments
c) Part Time FTEs includes Teaching Assistants (excluding Marker/Graders), CUPE2, CUPE Exempt, YUFA/OHFA Retirees, YUFA/OHFA Overload
d) Full-time complement is based on an October 1st count. Authorized and appointments made are counted as of July 1st; departures are counted as May 1st. Consequently the difference between appointments and departures will not be equal to the change in the full-time complement counted as of October 1st.

Sources: AVP Academic Resources Planning and Office of Institutional Research and Analysis

RESEARCH

Research Performance: FES received more than three quarters of a million dollars in research funding in 2006-2007 from internal and external sources. With a faculty complement of only 40 full-time faculty members, more than 50 internal and external funding proposals were submitted during the year reflecting the robust research culture within FES. Sixty per cent of faculty members are or have been recently involved with tri-council research grants while several others have received research funding from Canadian and/or international corporations and foundations.

Figure 9: Research Performance 2006-2007

	Performance by Eligible Tri-Council			
	CIHR	NSERC	SSHRC	Total
Performance Measure (Full time faculty members)				
Number of FT faculty members (at Oct. 1st)	1	3	36	40
Number of FT faculty members holding an external grant or contract	1	1	8	10
Percentage of FT faculty members holding an external grant or contract[1]	100.0%	33.3%	22.2%	25.0%
Number of FT faculty members holding a tri-council grant	0	1	5	6
Percentage of FT faculty members holding a tri-council grant[2]	0.0%	33.3%	13.9%	15.0%
Total FT faculty research income from all sources	$52,000.00	$221,945.00	$359,635.00	$633,580.00
FT faculty research income intensity[3]	$52,000.00	$ 73,981.67	$ 9,989.86	$ 15,839.50
Total FT faculty research income from the tri-councils	$ 0.00	$101,900.00	$129,235.00	$231,135.00
FT faculty tri-council research income intensity[4]	$ 0.00	$ 33,966.67	$ 3,589.86	$ 5,778.38
Number of tri-council applications by FT faculty members	0	3	5	8
Performance Measure (retirees, adjuncts and others)				
Total research income for retirees, adjuncts and others	$ 0.00	$ 0.00	$ 40,678.00	$ 40,678.00
Number of tri-council applications by retirees, adjuncts and others	0	0	0	0

Notes:

1) awards data was obtained from ORS through the RPTS database

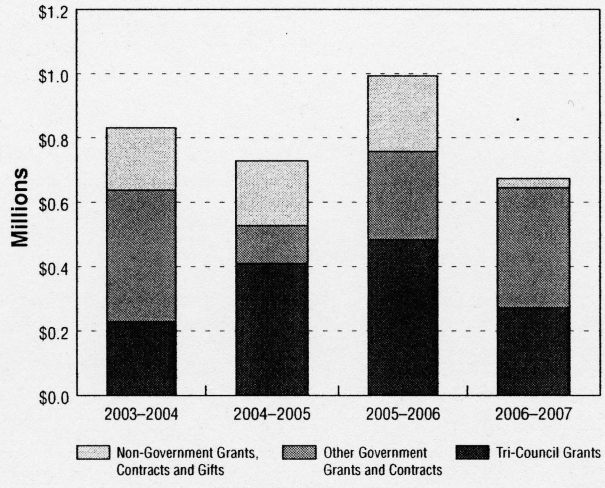
2) figures represent dollars awarded (as recorded by ORS) which may not be the same as the actual dollars received; this may lead to discrepancies in the timing/amounts of installments between PBA data and Research Accounting (e-reports) data

3) data does not report the total dollar amount for a grant/contract but the installments that make up a particular award as specified in the award notice

4) data does not include research income that is managed locally but not reported through ORS; the RPTS database captures only research income that is processed through a "500" cost centre account (as defined by Research Accounting); VPRI worked with faculty research officers to report research income that flows through various other cost centres

Source: Office of Research Services and Office of VP Research and Innovation

Figure 10: Total Awarded Annual Externally Sponsored Research Income by Source



Source: Office of Research Services and Office of VP Research & Innovation

Budget

In 2006-2007, FES met all of its financial obligations. This objective was achieved while continuing the Faculty's renewal through an aggressive faculty hiring plan and several key operational initiatives. After three years of consistently solid financial performance, the Faculty is fiscally sound and looks forward to making further strategic investments in support of short- and long-term goals over the coming years.

Faculty of Environmental Studies

	Operating Results by Expense Type		
(Dollars)	2006-2007 Budget	2006-2007 Actuals	2007-2008 Budget
Revenue:			
External cost recoveries	14,000	23,971	20,000
Internal cost recoveries	51,000	82,712	96,300
Other revenues	40,500	37,609	28,000
Central allocations	8,477,350	8,881,250	9,186,133
Total Revenue	**8,582,850**	**9,025,542**	**9,330,433**
Expenses:			
Faculty - Administration	554,228	685,754	442,136
Faculty - Full-time	3,095,039	3,298,026	3,853,663
Faculty - Contract	395,664	540,550	513,500
Teaching assistants	1,107,800	1,230,402	1,263,500
Research	850,461	713,837	875,023
Support/Administration	1,895,172	1,761,922	1,880,471
Other	400	6,059	1,000
Total Salaries and Benefits	**7,898,764**	**8,236,550**	**8,829,293**
Operating costs	727,850	674,308	742,108
Amortization of capital assets	-	-	-
Cost of goods sold	-	-	-
Taxes and utilities	61,200	68,858	68,700
Scholarships & bursaries	43,000	15,600	20,000
Interest on long-term debt	-	-	-
Total Expenses	**8,730,814**	**8,995,316**	**9,660,101**
Total Revenue less Expenses	**(147,964)**	**30,226**	**(329,668)**
Previous Year's Carryforward	**431,199**	**431,199**	**461,425**
Carryforward to Next Year	**283,235**	**461,425**	**131,757**

Strategic Priorities for 2007-2008

Fundraising: FES has four primary fundraising priorities for the coming year:

- continue fundraising efforts for new facilities and for research and teaching programs associated with York University's Las Nubes Rainforest in Costa Rica;
- pursue new fundraising opportunities to improve environmental studies facilities both on and off campus that contribute to and highlight the need for environmentally sustainable planning and design in Canada;
- continue to increase financial support available to FES students in all three degree programs; and
- continue to participate in and contribute to York University's Fundraising Campaign.

Research: FES will endeavor to take advantage of the growing interest in climate change and other environmental issues to promote and expand FES research efforts. Specific initiatives will include:

- establish a climate change research cluster involving FES faculty, Environment Canada researchers, specially recruited graduate students, and renovated and consolidated space within HNES;
- explore ways to create more synergies between research and teaching, particularly in areas such as applied ecology and urban environmental planning and design; and
- launch of the new research Web site, including mechanisms to ensure data on current grants and publications are accurate and up to date.

Academic Reviews: FES is well prepared and anticipates success in the 2007-2008 reviews of both graduate and undergraduate programs with OCGS and UPR, respectively.

Community Building: Strategies will be developed to strengthen FES community identity among and between faculty, staff, students, alumni, and other interested groups. Specific goals will include:

- build on successful alumni and awards events to promote a greater sense of identity with and commitment to FES, as well as greater involvement in the Faculty's ongoing activities;
- strengthen the current mentoring system for improved integration and support of new faculty members;
- continue to improve sensitivity to student experience in both graduate and undergraduate programs; and
- explore ways to recognize and reward the excellent work and commitment of FES support staff.

FACULTY OF FINE ARTS

Overview

York's Faculty of Fine Arts – the first to be established in Canada – remains unique in the Ontario university system, offering academic studies and professional training in all the fine arts: dance, design, film, music, theatre and visual arts, as well as interdisciplinary fine arts cultural studies. Degree programs include the BA, BA (Honours), BFA (Honours), BDes (Honours), MA, MFA, MDes and PhD.

The mission of the Faculty of Fine Arts is to provide the best possible education for the next generation of fine arts practitioners, scholars and educators, preparing them for the many career options in their fields. Through scholarly and creative research, the Faculty serves local, national and international communities, advancing the fine arts in Canada and abroad as well as enlivening the cultural life of the University community. Fine Arts faculty and alumni are major contributors to the Canadian arts scene, to the development of public policy for culture and arts education, and to the establishment of national professional standards in the field.

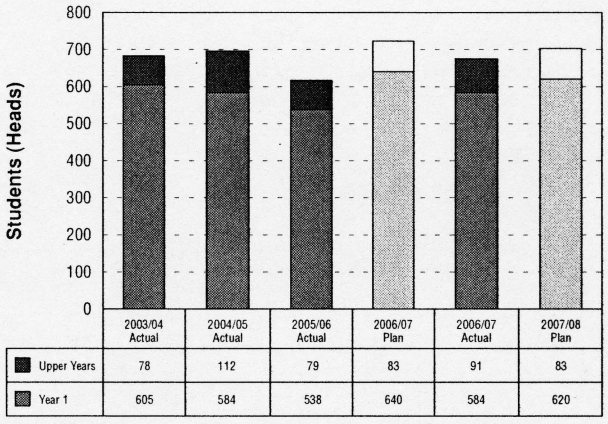
Report on Performance Measures & Implementation of Objectives in 2006-2007

Student Recruitment and Enrolment

The Faculty of Fine Arts worked with York's Marketing & Communications division to develop recruitment publications that appropriately present the Faculty's distinctiveness in order to attract the most creative and academically able students at both undergraduate and graduate levels. This initiative is ongoing. Entry evaluation and appointment bookings were moved to an online process. The Faculty continued its efforts to ensure accurate and fair assessment in the "talent" component of the evaluation process while continuing to pay special attention to disabled and minority students.

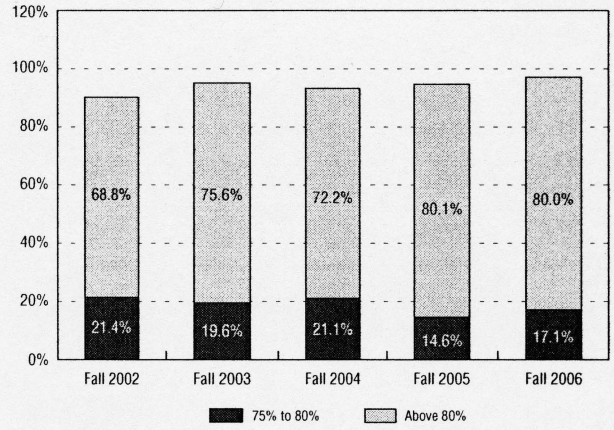
While the Faculty fell slightly below target for New Eligible Fall Undergraduates, demand remained high and the Faculty was satisfied that the quality of entering students was maintained. The 2006-2007 average entering Grade Point Average was 83.64 per cent with 80 per cent of new students entering with averages above 75 per cent.

Figure 1: Admissions: New Eligible Fall Undergraduates on November 1st



Sources: AVP Academic Resources Planning and Office of Institutional Research and Analysis

Figure 2: Admissions: Percentage of New Year 1 Registrants from Secondary School with Entry Average of 75 per cent or Better

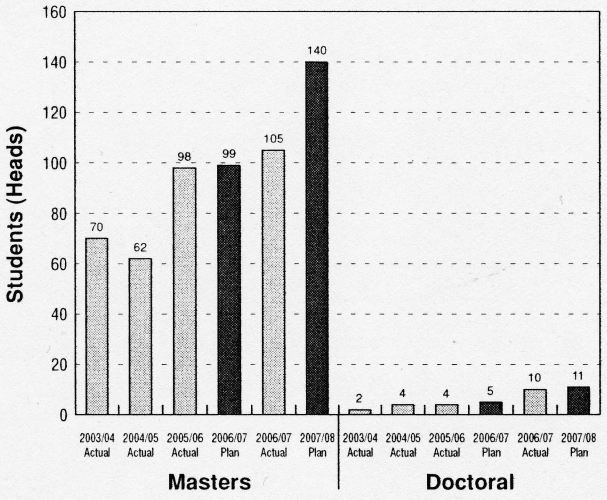


Source: Office of Institutional Research and Analysis

As in previous years, the Faculty offered a number of studies and studio courses as electives for non-majors. These courses are in high demand but capacity in studio format classes is limited both by space and personnel.

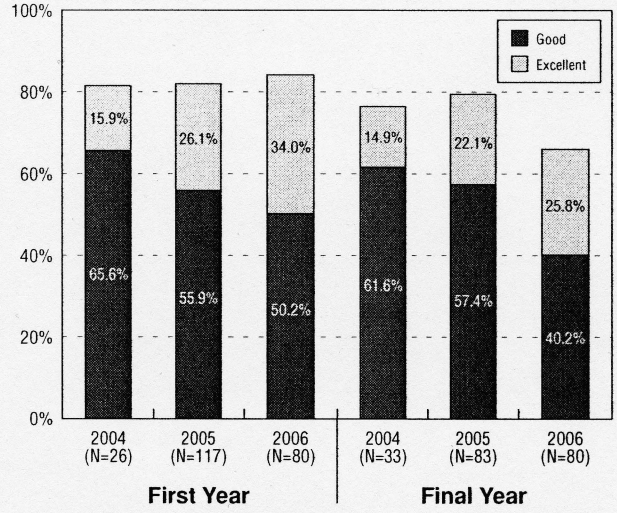
In keeping with the University Academic Plan, the Faculty increased enrolment in graduate studies both through growth in existing programs and by initiating new programs, such as Masters and doctoral programs in Theatre Studies. As a result, the Faculty exceeded its planned targets for both Masters and PhD enrolments in 2006-2007.

Figure 3: Graduate Admissions: Eligible New Graduate Students (Fall Term)



Sources: AVP Academic Resources Planning and Office of Institutional Research and Analysis

Figure 4: National Survey of Student Engagement: How would you Evaluate your Entire Educational Experience?



Sources: National Survey of Student Engagement (Winter 2004 and Winter 2005) and Office of Institutional Research and Analysis

Student Experience/Retention/Support

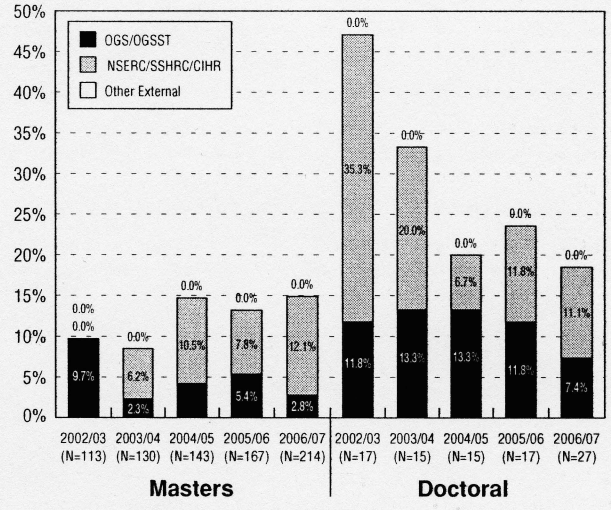
The Faculty's Student Academic Services office continued to improve a number of activities, including the "State of the Arts" newsletter, First-Year Orientation and proactive advising, and initiatives in partnership with the Career Centre. A weekly "News You Can Use" bulletin was published to enhance information flow to students. The "FASAMs" (Fine Arts Student Ambassadors and Mentors), a group of outstanding upper-year students from across all fine arts disciplines, assisted in a number of internal and external community events. A new FASAM resource centre was established on the ground floor of the Goldfarb Centre for Fine Arts. Initiatives in program and career advising, Web site development, and student awards events were strengthened.

An expanded version of the Faculty of Fine Arts daytimer, containing listings of important academic dates, resources and Fine Arts events, was produced and distributed to all Fine Arts students.

Fine Arts students frequently face difficulties holding down part-time jobs to support their studies, as their time is often limited by course projects involving evening and weekend group rehearsals or meetings. The Faculty continued to work with the York University Foundation to strengthen its endowments for student financial assistance at both the undergraduate and graduate levels and some of these new awards became available in 2006-2007.

The positive results of such initiatives are contributors to the improved ratings given by First Year Fine Arts students in the NSSE survey. The Faculty is pleased to note the improvement in the percentage of Full Time Graduate Students with external awards, both over the previous year and as part of an upward trend. However, it is clear that more needs to be done regarding external awards for full-time graduate students.

Figure 5: Percentage of Full Time Graduate Students with External Awards



Source: Office of Institutional Research and Analysis

Academic Program Development

The Departments of Dance, Film, Theatre and Visual Arts developed proposals for new graduate programs that were presented to the Faculty of Graduate Studies, the York Senate and the Ontario Council on Graduate Studies. The Faculty has continued development of the international BFA degree and Double Major options within the Faculty.

Faculty Complement and Renewal

The Faculty was pleased to note an improvement in Undergraduate Student/Faculty Ratio – an important indicator for fine arts programs. Appointments were made to replace retiring faculty members in strategic areas and to add net new faculty members, notably in association with the planned growth in graduate programs. The Faculty has noted the greater number and overall high quality of applicants for both studio and studies positions.

Figure 6: Faculty Complement

Faculty Data	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08
Full-Time Complement (Home Faculty Heads) @ October 1st						
# of Tenure Stream Faculty	89	90	102	110	114	-
# of Contractually Limited Appointments	8	7	9	6	7	-
Total # of FT Faculty	**97**	**97**	**111**	**116**	**121**	-
Tenure Stream Appointments (Heads)						
# of Authorized Appointments (New + Carry-forwards) (July 1 to June 30)	14.0	9.0	18.0	13.0	12.0	11.0
# of Appointments Made (July 1 to June 30) (* appts made to date)	8.0	8.0	14.0	11.0	8.0	6.0*
Departures: Retirements, Resignations & Deaths (May 1 to April 30)	7.0	4.0	5.0	5.0	4.0	-
Student/Faculty Ratios (FTEs)						
UG FTEs	2566.5	3022.8	3364.5	3542.4	3553.4	-
Grad FTEs	117.8	124.0	144.8	159.4	212.9	-
Full-Time Faculty FTEs	95.3	97.6	105.3	110.3	116.9	-
Full-Time Faculty FTEs (on-site only)	84.9	85.9	94.4	98.7	107.0	-
Part-Time FTEs	54.8	79.2	101.3	111.2	108.6	-
Total Faculty FTEs(on-site only)	139.7	165.1	195.7	209.9	215.5	-
GraduateStudent/Full-Time Faculty FTE	1.2	1.3	1.4	1.4	1.8	-
Undergraduate Student/Full-Time (on-site) & Part-Time Faculty	18.4	18.3	17.2	16.9	16.5	-

Notes:
a) Full-Time Faculty FTEs includes Tenure Stream, CLAs and SRCs who are not on LTD or Leave Without Pay. It includes those on Sabbatical. These have been adjusted for joint appointments and reduced loads
b) On Site FTEs adjusts for all types of leave including LTD, Paid Leaves, Unpaid Leaves, Sabbaticals and Reduced Loads. These have been adjusted for joint appointments
c) Part Time FTEs includes Teaching Assistants (excluding Marker/Graders), CUPE2, CUPE Exempt, YUFA/OHFA Retirees, YUFA/OHFA Overload
d) Full-time complement is based on an October 1st count. Authorized and appointments made are counted as of July 1st; departures are counted as May 1st. Consequently the difference between appointments and departures will not be equal to the change in the full-time complement counted as of October 1st.

Sources: AVP Academic Resources Planning and Office of Institutional Research and Analysis

Figure 7: Tenure Stream Faculty by Home Faculty as of October 1 – Faculty of Fine Arts

Stream	Rank	2005-2006 Probationary	2005-2006 Tenured	2005-2006 Total	2006-2007 Probationary	2006-2007 Tenured	2006-2007 Total
Professorial	Lecturer	1	0	1	0	0	0
		0.9%	0.0%	0.9%	0.0%	0.0%	0.0%
	Assistant Professor	38	2	40	40	1	41
		34.5%	1.8%	36.4%	35.1%	0.9%	36.0%
	Associate Professor	0	55	55	0	59	59
		0.0%	50.0%	50.0%	0.0%	51.8%	51.8%
	Professor	0	14	14	0	14	14
		0.0%	12.7%	12.7%	0.0%	12.3%	12.3%
Total Tenure Stream Faculty		**39**	**71**	**110**	**40**	**74**	**114**

Excludes new appointments beginning after Oct 1/06

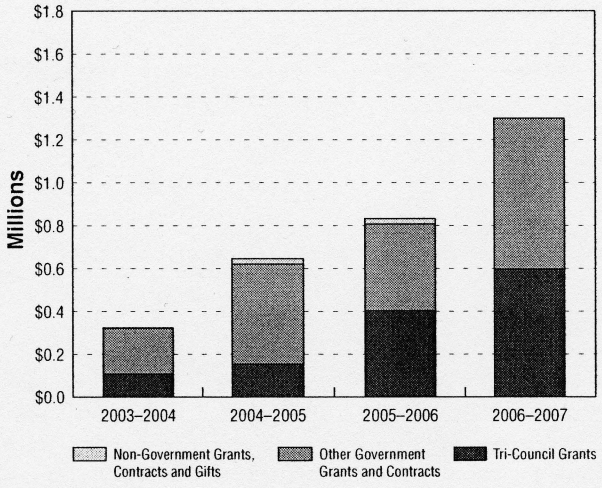
Source: Office of Institutional Research and Analysis

Faculty Research

Work continued in the Goldfarb Centre to create the only stereolithographic research facility in Canada dedicated to sculpture (supported by a CFI grant). New research offices and a lab were established in the Goldfarb Centre as home to several Canada Research Chairs, including two in Fine Arts.

The Faculty's efforts to encourage research resulted in significant improvements in external funding, with a particular focus on the creative and performing arts. It should be noted that some faculty members received funding which did not fall under standard ORS protocols and are therefore not recorded in the Faculty's research performance indicators.

Figure 8: Total Sponsored Research Income by Source



Source: Office of Research Services and Office of VP Research & Innovation

This Faculty, like other fine arts faculties across Canada, remains disadvantaged in the normal university sector grant process. While there is increased awareness of the exciting possibilities of research in the creative and performing arts, this is an area still not fully supported under the traditional terms of reference of many granting agencies nor recorded under the standard practices of research accounting offices.

Faculty Profile

Fine Arts faculty members are very active professionally in both scholarly activities and arts practice at the local, national and international level. The Faculty continued to work with York's Communications unit to widely publicize the research and creative work of faculty members, as well as notable student and alumni achievements, all of which enhance the reputation of the Faculty and the University. The second annual York Fine Arts Festival, held in March 2007, was a big success and helped to bring the Faculty's work and resident talent to the attention of the media and the general public in the GTA. Consultations were held throughout the year with Marketing & Communications and an external agency to redefine the Faculty of Fine Arts' brand essence and visual identity within the framework of York University's branding program.

Alumni Relations

The Faculty continued to work with the Alumni Office on outreach activities, e.g. inviting alumni to special events such as the Fine Arts Festival, Bryden Awards and Tennis Championship. A Fine Arts alumnus was among the recipients of the Bruce Bryden Alumni Awards in 2006-2007. The "State-of-the-Arts" newsletter, featuring alumni successes alongside faculty and student achievements, was distributed to all Fine Arts alumni.

Figure 9: Research Performance 2006-2007

	Performance by Eligible Tri-Council			
	CIHR	NSERC	SSHRC	Total
Performance Measure (Full time faculty members)				
Number of FT faculty members (at Oct. 1st)	0	0	114	114
Number of FT faculty members holding an external grant or contract	0	0	19	19
Percentage of FT faculty members holding an external grant or contract[1]	0.0%	0.0%	16.7%	16.7%
Number of FT faculty members holding a tri-council grant	0	0	13	13
Percentage of FT faculty members holding a tri-council grant[2]	0.0%	0.0%	11.4%	11.4%
Total FT faculty research income from all sources	$0.00	$0.00	$1,644,259.00	$1,644,259.00
FT faculty research income intensity[3]	$0.00	$0.00	$ 14,423.32	$ 14,423.32
Total FT faculty research income from the tri-councils	$0.00	$0.00	$ 661,013.00	$ 661,013.00
FT faculty tri-council research income intensity[4]	$0.00	$ 0.00	$ 5,798.36	$ 5,798.36
Number of tri-council applications by FT faculty members	0	0	20	20
Performance Measure (retirees, adjuncts and others)				
Total research income for retirees, adjuncts and others	$0.00	$0.00	$ 0.00	$ 0.00
Number of tri-council applications by retirees, adjuncts and others	0	0	0	0

Notes:

1) awards data was obtained from ORS through the RPTS database

2) figures represent dollars awarded (as recorded by ORS) which may not be the same as the actual dollars received; this may lead to discrepancies in the timing/amounts of installments between PBA data and Research Accounting (e-reports) data

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Source: Office of Research Services and Office of VP Research and Innovation

Facilities

2006-2007 marked the first full year of operations of the Accolade Project buildings for general academic use and specific use by four Fine Arts units: Dance, Music, Theatre and Fine Arts Cultural Studies. The new facilities have brought positive reviews from users. However, there were delays in the completion of many of the "ripple" renovations planned for the spring and summer of 2006. Consequently, these renovations – including the long-awaited passenger elevator in the Goldfarb Centre, the only Fine Arts building not yet "barrier-free" – are now slated for completion by September 2007.

Teaching/Learning Resources

All departments in the Faculty are engaged in addressing the impact of new technologies on learning and teaching, in scholarly research and in fine arts practice. The Department of Visual Arts developed a plan for new initiatives involving painting, printmaking, photography, sculpture and digital media art, planned for completion for September 2007. The Department of Film began work in high-definition processes. Dance explored the interaction of live performance and new media.

Organizational Initiatives

The Faculty continued to reorganize its central administration areas, with the objective of increasing overall effectiveness. Several departments experienced pressures on their technical staff as a result of both graduate and undergraduate growth, and initiatives were developed with a view to easing these situations.

Fundraising

The Faculty continued to work in cooperation with the York University Foundation on fundraising activities focused on the Accolade Project and student support. The Faculty's comprehensive 'vision' document links the Faculty's academic priorities (professorships, artists-in-residence and sponsorship programs for productions and performances) to its fundraising, particularly with respect to the upcoming "York to the Power of 50" campaign.

Budget

The budget of the Faculty of Fine Arts supports the Faculty's mission of teaching, research and artistic exploration in the fine arts. Approximately 91 per cent of expenditures are devoted to salaries and benefits for full-time and contract faculty, teaching assistants and academic support staff, and approximately 5 per cent goes towards the highly specialized material and equipment used in various disciplines. The Faculty's central allocation line as shown in this document is comprised of a yearly base allocation and several variables. These variables, which change throughout the academic year, include adjustments to base, OTOs and growth funding.

The 2006-2007 actual results were better than forecast due to some unanticipated increases in income and some reductions in costs; however, the Faculty continues to have financial concerns. Revenue is increasing, but so too are expenditures. The reality is that, like science, fine arts activities are resource-intensive, both physical (space and equipment) and human (faculty and staff).

The Faculty's 2007-2008 budget submission reflects a realistic view of projected enrolment-based income, balanced by a conservative estimate of revenue in other areas, and shows a projected deficit. The Faculty will continue to explore initiatives to moderate this anticipated shortfall.

Faculty of Fine Arts

	Operating Results by Expense Type		
(Dollars)	2006-2007 Budget	2006-2007 Actuals	2007-2008 Budget
Revenue:			
External cost recoveries	1,202,841	1,332,085	1,231,863
Internal cost recoveries	299,700	366,823	376,627
Other revenues	–	11,592	–
Central allocations	25,554,622	26,271,411	28,056,704
Total Revenue	**27,057,163**	**27,981,911**	**29,665,194**
Expenses:			
Faculty – Administration	635,233	654,085	690,134
Faculty – Full-time	11,449,758	12,169,080	13,278,680
Faculty – Contract	4,345,490	4,374,253	4,608,412
Teaching assistants	1,103,776	1,165,779	1,318,151
Research	1,593,945	1,378,930	1,515,008
Support/Administration	5,672,682	5,606,681	6,094,162
Other	35,900	65,144	56,057
Total Salaries and Benefits	**24,836,784**	**25,413,952**	**27,560,604**
Operating costs	2,431,695	2,179,821	2,431,910
Amortization of capital assets	–	–	–
Cost of goods sold	20,000	–	–
Taxes and utilities	162,115	186,646	190,466
Scholarships & bursaries	3,500	6,750	3,250
Interest on long-term debt	–	–	–
Total Expenses	**27,454,094**	**27,787,169**	**30,186,230**
Total Revenue less Expenses	**(396,931)**	**194,742**	**(521,036)**
Previous Year's Carryforward	**66,510**	**66,510**	**261,252**
Carryforward to Next Year	**(330,421)**	**261,252**	**(259,784)**

Strategic Priorities and Goals for 2007-2008

Student Recruitment

The Faculty of Fine Arts will continue to work with York's Marketing & Communications division to develop a distinct brand and visual identity to appropriately present the Faculty's distinctiveness within the University, in order to attract the most creative and academically able students at both undergraduate and graduate levels. The Faculty will be creating a new position of web communications coordinator in order to enhance its web presence and effectiveness as a recruitment tool.

Student Experience/Retention/Support

Current initiatives, such as the "State-of-the-Arts" newsletter, the weekly "News You Can Use" bulletin, the FASAM resource centre, Fine Arts daytimer and the peer mentoring program will be continued. Initiatives in program and career advising, Web site development, and student awards events will be strengthened.

The Faculty is pleased with the recent college restructuring and will be working to further strengthen the student experience for Fine Arts students through the affiliation with Winters College.

The Faculty will continue monitoring retention patterns in all units to determine what conditions affect students' progress through various programs.

Student financial assistance remains an ongoing priority, and the Faculty will continue to work with the York University Foundation to strengthen its endowments for scholarships and bursaries at both the undergraduate and graduate levels.

Academic Program Development

Having received approval this year for a PhD program in Visual Arts (Studio) and a Graduate Diploma in the Teaching of Movement for Theatre, the Faculty will do preparatory work during 2007-2008 for the first intake of students in these new programs in fall 2008. The Faculty hopes to receive OCGS approval for a new MFA program in Dance and PhDs in Art History, Film & Media Studies and Dance in 2007-2008.

At the undergraduate level, work is underway on an international BFA degree and Double Major options within Fine Arts. The Faculty intends to finalize these proposals in the coming year.

Faculty Renewal

The Faculty of Fine Arts plans to make appointments in strategic areas, notably in association with growth in graduate programs, as well as to replace faculty members who choose to retire.

Faculty Research

With the leadership and support of the Associate Dean (Research, Planning and Policy) and the Research Officer, the Faculty will continue to encourage research in both studies and studio areas, with a particular focus on research in the creative and performing arts. The Faculty will continue to work with the Office of the VPRI to heighten awareness and understanding of the special nature of fine arts research in the University, and through the Canadian Association of Fine Arts Deans will continue to lobby federal and provincial agencies for improved funding and conditions for creative research within the university sector.

Faculty Profile

The quality and level of professional activity of Fine Arts faculty – whether in scholarship or in fine arts practice – is expected to continue unabated. The Faculty will step up efforts to profile the research and creative work of faculty members, as well as notable student and alumni achievements, through more targeted and proactive publicity, increased media coverage, and the creation of an annual publication highlighting research success stories.

Alumni Relations

The Faculty will work with the Alumni Office to strengthen ties and opportunities for outreach to Fine Arts alumni. A revitalized "State-of-the-Arts" newsletter, featuring alumni successes alongside faculty and student achievements, will continue to be distributed to alumni.

Facilities

"Accolade ripple" renovations originally planned for spring and summer 2006 are now scheduled for completion in summer and fall 2007, with some likely to be held over until summer 2008. Consequently in 2007-2008, several units will continue to cope with facilities that are provisional and in flux. It is anticipated that the installation of a passenger elevator in the Goldfarb Centre will be completed by the beginning of January 2008, finally making all Fine Arts buildings fully accessible.

Teaching/Learning Resources

The Faculty will continue to pursue the integration of sophisticated new technologies as teaching/learning tools, while maintaining a strong awareness of the importance of effective "traditional" teaching methods.

Organizational Initiatives

Reorganization of the Faculty's central administration areas will continue throughout 2007-2008, with the objective of increasing overall effectiveness. Priorities include the reorganization and consolidation of communications and marketing functions, to better support student recruitment initiatives and the promotion of research and creative activities of faculty and students.

Fundraising

The Faculty will continue to work in cooperation with the York University Foundation on fundraising activities in support of graduate and undergraduate students as well as the Faculty's academic priorities: professorships, artists-in-residence and sponsorship of productions, performances and exhibitions. The Faculty looks forward to new fundraising opportunities arising through the "York to the Power of 50" campaign.

GLENDON COLLEGE

Overview

Situated on a separate campus in mid-town Toronto, Glendon is York's bilingual faculty, offering a unique environment for excellence in liberal arts education while studying and living in Canada's two official languages. It is a place of learning that is in tune with today's educational needs for the success of its graduates. Glendon's distinctive bilingual immersion, coupled with a continued dedication to programs exploring Canadian issues and Canada's place in the world, provides an excellent preparation for a future in public service and the global marketplace. Students express clear approval and satisfaction with their courses and campus life, benefiting as they do from the close-knit community on campus and from individual help with their academic, social and financial concerns.

Planning and Implementation 2006-2007

Glendon's goals during 2006-2007 were to:

PURSUE THE IMPLEMENTATION PHASE OF THE SCHOOL OF PUBLIC AFFAIRS AND ESTABLISH GRADUATE PROGRAMS IN SEVERAL AREAS.

The implementation phase of the School of Public Affairs began in full force in 2006-2007. A proposal for a bilingual master's program in public and international affairs was submitted to the Senate of York University and the Ontario Council of Graduate Studies in January 2007. OCGS gave formal approval, in August, 2007 with the first class set to begin in fall 2008. The School's advisory committee, composed of 25 leading Canadians, met twice in 2006-2007 and provided invaluable guidance. The School also hosted its first major event in March 2007, a colloquium marking the 40th anniversary of the Bilingualism and Biculturalism Royal Commission's first report. A new professor in public administration was hired and added to the faculty complement of the School. Important outreach activities were conducted with senior officials from the federal and Ontario provincial governments to discuss common areas of collaboration as well as internship possibilities.

Draft proposals for the PhD in French Studies and MA in Hispanic Studies have been prepared and completed proposals will be submitted to the Faculty of Graduate Studies early in fall 2007. Also, work is underway on a Ph.D. in Translation and Transcultural Studies.

BRING PROGRAM IMPROVEMENTS THROUGH A BACHELOR OF EDUCATION PROGRAM AND AN IBA.

The Bachelor of Education (French Immersion) received Senate approval in spring 2007, and will begin operation in September 2007. Offered on the Glendon campus, in collaboration with the Faculty of Education, the concurrent Bachelor of Education program is the first in Canada to prepare teacher candidates to teach French at the elementary level with a particular emphasis on French immersion education in Ontario.

At the same time, Glendon is launching an iBA. Approved by Senate in spring 2007, the iBA will have two innovative program options: a bilingual program – iBA (Bilingual) which leverages the integrated bilingualism of the College; and a trilingual program – iBA (Trilingual), which encourages the mastery of English, French, and a third language. Both programs include an international exchange and internationally-oriented courses. In the first phase of its implementation in September 2007, the iBA will be available in seven disciplines including Business Economics, Canadian Studies, Economics, History, Political Science, Psychology, and Sociology. The iBA is expected to be available in most of Glendon's programs by fall 2008.

MEET ENROLMENT TARGETS, WHILE CONTINUING TO IMPROVE THE QUALITY OF INCOMING STUDENTS.

Glendon's FFTE count of 1982.3 surpassed the 2006-2007 enrolment target of 1828.9 by 153.4. At the same time, the College increased the minimum entrance requirements for Ontario high-school students by two percentage points The number of entrance scholarship recipients increased by nearly double from 123 (2005-2006) to 230 (2006-2007). One of York's four International Scholarship Program for Africa awards ($100,000) went to a Glendon student, and two of York's five International Circle of Scholars were incoming Glendon students.

DEVELOP AND REINFORCE EXTERNAL STRATEGIC PARTNERSHIPS.

In 2006-2007, Glendon representatives were active members in a number of major Francophone and French support organizations including the Agence des universités de la francophonie, the Association des universités de la francophonie canadienne, the Consortium des universités de la francophonie ontarienne and others, Glendon continued to support the francophone community and organizations in southern Ontario. In the spring of 2007, the College hosted three French language contests, the National Youth Ambassador Forum of French for the Future and the French National Day on July 14th. Glendon also hosted and/or ran several events with its community partners, such as: training sessions for Ontario francophone teachers in collaboration with Canadian Parents for French; the biennial general meeting of the Association des conseillers et conseillères en orientation francophones de l'Ontario; and the 50th anniversary of the Club Richelieu de Toronto, an important non-profit francophone organi-

zation in Toronto. Glendon also has a partnership with the Canada School of Public Service and is offering French language courses to a group of local federal public servants.

EXPAND THE EXTENDED LEARNING DIVISION THROUGH NEW NON-CREDIT PROGRAMMING.

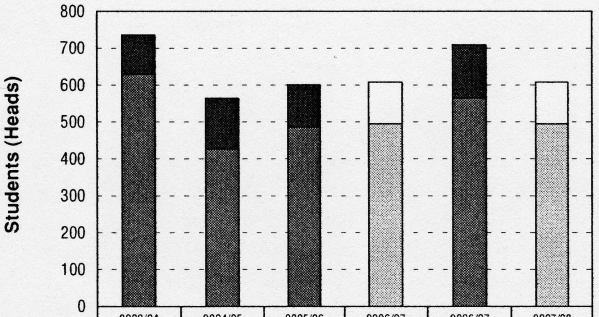
Glendon Extended Learning added two new non-credit courses and grew in overall enrolment in already established courses/programs during the year 2006-2007. The first new non-credit course that was offered, entitled Executive Language/Canadian Environment, was designed and developed for individuals interested in being sensitized to the Ontario/Canadian way of doing business, along with improving their English language skills. The second new non-credit course offered in collaboration with the Canada School of Public Service was a French second language course for federal employees. Although Explore, the Federal government summer language exchange program, is not a new initiative for Glendon Extended Learning, the quota in both the spring and summer sessions increased from 120 in the spring of 2006 to 160 in the spring of 2007 and 150 in the summer of 2006 to 200 in the summer of 2007, an overall 33 per cent increase in enrolment. In addition, the enrolment in the Saturday morning non-credit language courses offered throughout the fall, winter and spring continued to increase by 15 per cent.

Performance Measures

ENROLMENTS

Glendon's actual new eligible undergraduates slightly exceeded University targets for 2006-2007, with upper years over-target by 28.3 per cent, and Year 1's over by 13.9 per cent.

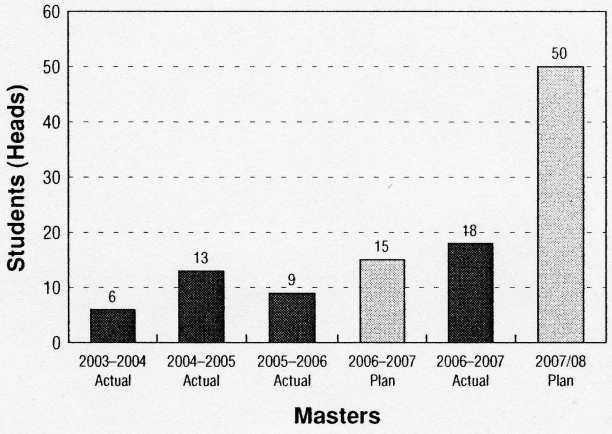
Figure 1: Admissions: New Eligible Fall Undergraduates on November 1



	2003/04 Actual	2004/05 Actual	2005/06 Actual	2006/07 Plan	2006/07 Actual	2007/08 Plan
Upper Years	107	138	115	113	145	113
Year 1	629	426	486	495	564	495

Sources: AVP Academic Resources Planning and Office of Institutional Research and Analysis

Figure 2: Graduate Admissions: Eligible New Graduate Students (Fall Term)

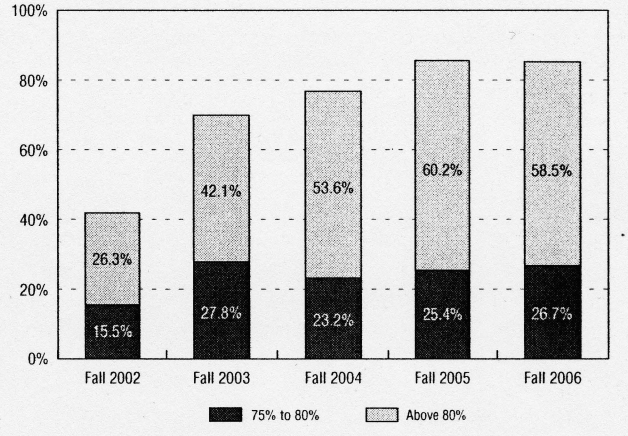


Sources: AVP Academic Resources Planning and Office of Institutional Research and Analysis

STUDENT QUALITY

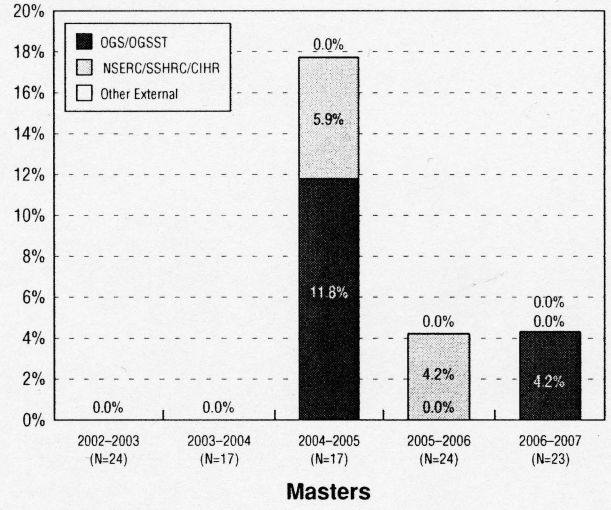
In 2006-2007, Glendon continued to enhance strategies to attract top-achieving students. The Principal hosted a VIP breakfast for top scholars, the recruitment team hand-delivered offers of admission to top applicants through the Home Visit program, the Recruitment Director's personal telephone program provided personalized service to top achievers, and active outreach from Student Financial Services helped to maximize scholarship opportunities for these applicants.

Figure 3: Admissions: Percentage of New Year 1 Registrants From Secondary School with Entry Average of 75 per cent or Better



Source: Office of Institutional Research and Analysis

Figure 4: Percentage of Full Time Graduate Students with External Awards

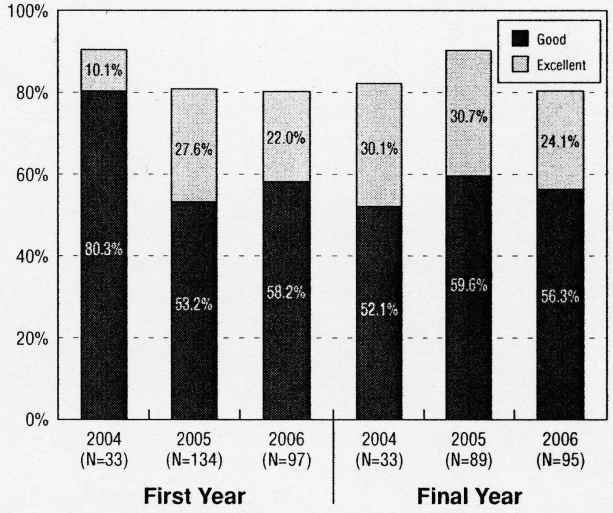


Source: Office of Institutional Research and Analysis

STUDENT EXPERIENCE

In 2006-2007 Glendon has maintained its high-level results in terms of student satisfaction with the entire educational experience. More than 80 per cent of first-year and final-year students rate their overall experience as "good" or "excellent". While final-year satisfaction rates are lower in 2006 than in 2005, they remain among the highest in the University. Relations between the student government and administration have improved remarkably in 2006-2007, with joint projects now being developed. Other initiatives, such as the revitalization of the student space on campus and environmental sustainability projects have further strengthened the student experience. New Student Orientation and Parent's Orientation were expanded and attracted the highest numbers of new students and parents in years.

Figure 5: National Survey of Student Engagement: How Would You Evaluate Your Entire Educational Experience?



Sources: National Survey of Student Engagement (Winter 2004 and Winter 2005) and Office of Institutional Research and Analysis

COMPLEMENT

Glendon made five full-time appointments in 2006-2007 involving positions in Economics, English, History and two in Political Science. Glendon conducted searches for full-time appointments in 2007-2008 in Education, English, Hispanic Studies, International Studies, Philosophy, Public Affairs and Translation.

Figure 6: Tenure Stream Faculty by Home Faculty as of October 1st

Stream	Rank	2005-2006 Probationary	2005-2006 Tenured	2005-2006 Total	2006-2007 Probationary	2006-2007 Tenured	2006-2007 Total
Professorial	Lecturer	3	0	3	1	0	1
		3.4%	0.0%	3.4%	1.2%	0.0%	1.2%
	Assistant Professor	18	2	20	19	1	20
		20.7%	2.3%	23.0%	22.4%	1.2%	23.5%
	Associate Professor	0	38	38	0	38	38
		0.0%	43.7%	43.7%	0.0%	44.7%	44.7%
	Professor	0	22	22	0	22	22
		0.0%	25.3%	25.3%	0.0%	25.9%	25.9%
Alternate	Assistant Lecturer	0	0	0	0	0	0
		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
	Associate Lecturer	0	3	3	0	3	3
		0.0%	3.4%	3.4%	0.0%	3.5%	3.5%
	Senior Lecturer	0	1	1	0	1	1
		0.0%	1.1%	1.1%	0.0%	1.2%	1.2%
Total Tenure Stream Faculty		**21**	**66**	**87**	**20**	**65**	**85**

Excludes new appointments beginning after Oct 1/06

Source: Office of Institutional Research and Analysis

Figure 7: Faculty Complement

Faculty Data	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08
Full-Time Complement (Home Faculty Heads) @ October 1st						
# of Tenure Stream Faculty	84	84	85	87	85	-
# of Contractually Limited Appointments	5	7	5	6	6	-
Total # of FT Faculty	**89**	**91**	**90**	**93**	**91**	-
Tenure Stream Appointments (Heads)						
# of Authorized Appointments (New + Carry-forwards) (July 1 to June 30)	7.5	7.0	9.0	5.0	5.0	7.5
# of Appointments Made (July 1 to June 30) (* appts made to date)	5.5	6.0	8.0	4.0	5.0	2.0*
Departures: Retirements, Resignations & Deaths (May 1 to April 30)	4.0	6.0	7.0	5.0	4.0	-
Student/Faculty Ratios (FTEs)						
UG FTEs	1535.8	1743.3	1784.2	1826.9	1889.9	-
Grad FTEs	27.1	21.7	22.4	25.3	27.3	-
Full-Time Faculty FTEs	84.3	86.7	86.9	87.9	86.5	-
Full-Time Faculty FTEs (on-site only)	70.8	70.7	73.0	80.2	76.5	-
Part-Time FTEs	59.9	85.4	80.5	77.5	83.2	-
Total Faculty FTEs(on-site only)	130.7	156.1	153.5	157.7	159.7	-
GraduateStudent/Full-Time Faculty FTE	0.3	0.3	0.3	0.3	0.3	-
Undergraduate Student/Full-Time (on-site) & Part-Time Faculty	11.8	11.2	11.6	11.6	11.8	-

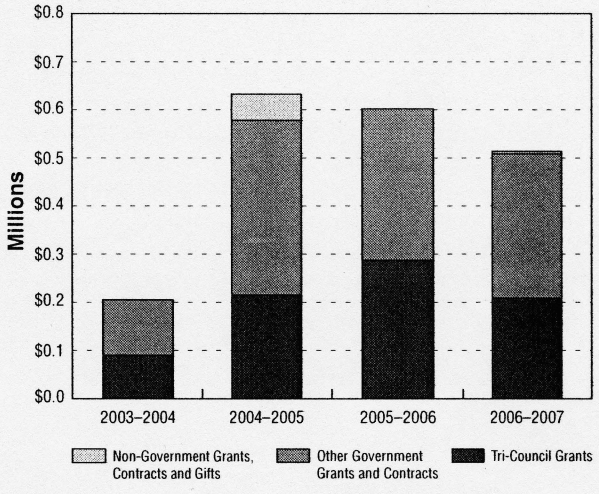
Notes:
a) Full-Time Faculty FTEs includes Tenure Stream, CLAs and SRCs who are not on LTD or Leave Without Pay. It includes those on Sabbatical. These have been adjusted for joint appointments and reduced loads
b) On Site FTEs adjusts for all types of leave including LTD, Paid Leaves, Unpaid Leaves, Sabbaticals and Reduced Loads. These have been adjusted for joint appointments
c) Part Time FTEs includes Teaching Assistants (excluding Marker/Graders), CUPE2, CUPE Exempt, YUFA/OHFA Retirees, YUFA/OHFA Overload
d) Full-time complement is based on an October 1st count. Authorized and appointments made are counted as of July 1st; departures are counted as May 1st. Consequently the difference between appointments and departures will not be equal to the change in the full-time complement counted as of October 1st.

Sources: AVP Academic Resources Planning and Office of Institutional Research and Analysis

RESEARCH

In the last year, Glendon has evolved a tri-fold strategy to intensify and widen its research culture. It consists of: (1) providing personalized support to individual researchers, (2) monitoring research activities and (3) rewarding and publicizing research achievements. There are signs that this approach is bearing fruit and that research is gaining momentum. Applications to external grants have tripled this fall. The amount of Tri-Council grants and the total amount of research income have grown significantly. The majority of NSERC-eligible faculty members also hold such a grant. Glendon now publishes a yearly average of 7 books, 17 book chapters and 24 peer reviewed papers. Two scientific journals are now edited on campus, one in psychology and one in economics. The Centre for Research on Language Contact and the Glendon Research Group in Public and International Affairs have published several working papers and have organized numerous research symposia. In the coming year, Glendon will continue to implement its research support strategy. The College will also put a new emphasis on the transfer of knowledge. Informal talks will be organized in order to connect Glendon experts with knowledge users in the government and in the community.

Figure 8: Total Awarded Annual Externally-Sponsored Research Income by Source



Source: Office of Research Services and Office of Vice-President Research and Innovation

Figure 9: Research Performance 2006-2007

	Performance by Eligible Tri-Council			
	CIHR	NSERC	SSHRC	Total
Performance Measure (Full time faculty members)				
Number of FT faculty members (at Oct. 1st)	1	11	73	85
Number of FT faculty members holding an external grant or contract	0	4	11	15
Percentage of FT faculty members holding an external grant or contract[1]	0.0%	36.4%	15.1%	17.6%
Number of FT faculty members holding a tri-council grant	0	4	7	11
Percentage of FT faculty members holding a tri-council grant[2]	0.0%	36.4%	9.6%	12.9%
Total FT faculty research income from all sources	$0.00	$59,000.00	$199,663.00	$258,663.00
FT faculty research income intensity[3]	$0.00	$ 5,363.64	$ 2,735.11	$ 3,043.09
Total FT faculty research income from the tri-councils	$0.00	$59,000.00	$199,663.00	$258,663.00
FT faculty tri-council research income intensity[4]	$0.00	$ 5,363.64	$ 2,735.11	$ 3,043.09
Number of tri-council applications by FT faculty members	0	0	11	11
Performance Measure (retirees, adjuncts and others)				
Total research income for retirees, adjuncts and others	$0.00	$ 0.00	$ 0.00	$ 0.00
Number of tri-council applications by retirees, adjuncts and others	0	0	0	0

Notes:

1) awards data was obtained from ORS through the RPTS database

2) figures represent dollars awarded (as recorded by ORS) which may not be the same as the actual dollars received; this may lead to discrepancies in the timing/amounts of installments between PBA data and Research Accounting (e-reports) data

3) data does not report the total dollar amount for a grant/contract but the installments that make up a particular award as specified in the award notice

4) data does not include research income that is managed locally but not reported through ORS; the RPTS database captures only research income that is processed through a "500" cost centre account (as defined by Research Accounting); VPRI worked with faculty research officers to report research income that flows through various other cost centres

Source: Office of Research Services and Office of VP Research and Innovation

Budget

Glendon College's total budget is aligned to meet the various components of its teaching and research commitments. In particular, around 90 per cent of total expenditures covers the salaries and benefits of full-time and contract faculty, contractual course directors, teaching assistants and staff. The College's bilingual commitments are fully met within this budget. There was a small operating deficit in 2006-2007 due to a delay in receiving some special government funding before the University fiscal year-end. A small deficit is anticipated for 2007-2008 to reflect one-time-only additional expenses to upgrade some facilities needed to accommodate a projected increase in enrolment. A financial recovery plan to reimburse the accumulated deficit over time is in place and will start to have a positive effect in 2008-2009.

Glendon's Strategic Priorities for 2007-2008

In 2007-2008, Glendon will aim to:

- Fully develop the Master's program of the School of Public Affairs and finalise proposals for graduate programs in several other areas.
- Meet enrolment targets, while continuing to improve the quality of incoming students.
- Reinforce Glendon as the Centre of Excellence for francophone and bilingual post-secondary studies in Southern Ontario.
- Pursue Glendon's objectives with the York to the Power of 50 fundraising campaign.

Glendon College

	Operating Results by Expense Type		
(Dollars)	2006-2007 Budget	2006-2007 Actuals	2007-2008 Budget
Revenue:			
External cost recoveries	889,100	1,104,384	1,086,755
Internal cost recoveries	382,521	491,910	423,456
Other revenues	-	27,520	-
Central allocations	17,001,481	18,439,181	19,504,758
Total Revenue	**18,273,102**	**20,062,995**	**21,014,969**
Expenses:			
Faculty - Administration	623,385	644,364	653,028
Faculty - Full-time	8,493,188	9,037,804	9,317,562
Faculty - Contract	2,422,810	3,090,468	3,184,527
Teaching assistants	116,607	164,834	91,875
Research	1,168,298	1,119,581	1,095,091
Support/Administration	3,984,056	3,994,351	4,574,126
Other	72,884	149,454	134,870
Total Salaries and Benefits	**16,881,228**	**18,200,856**	**19,051,079**
Operating costs	1,306,293	1,745,101	1,938,073
Amortization of capital assets	-	-	-
Cost of goods sold	-	-	-
Taxes and utilities	157,635	188,584	172,077
Scholarships & bursaries	1,000	-	-
Interest on long-term debt	-	-	-
Total Expenses	**18,346,156**	**20,134,541**	**21,161,229**
Total Revenue less Expenses	**(73,054)**	**(71,546)**	**(146,260)**
Previous Year's Carryforward	**(1,173,867)**	**(1,173,867)**	**(1,245,413)**
Carryforward to Next Year	**(1,246,921)**	**(1,245,413)**	**(1,391,673)**

COLLÈGE UNIVERSITAIRE GLENDON

Vue d'ensemble

Situé sur son propre campus en plein cœur de Toronto, le Collège universitaire Glendon est la faculté bilingue de l'Université York. Il offre un environnement unique par excellence pour ses programmes de grande qualité dans le domaine des arts libéraux et permet d'étudier et de vivre dans les deux langues officielles du Canada. Ce milieu d'apprentissage bilingue est axé sur les besoins académiques d'aujourd'hui nécessaires pour le succès des étudiants. Cette ambiance linguistique unique et l'intérêt porté par les programmes de Glendon au contexte canadien et à la place du Canada dans le monde se conjuguent pour offrir une préparation idéale pour un avenir dans la fonction publique ou le marché global. Les sondages menés auprès des étudiants révèlent qu'ils sont très satisfaits de leurs cours et de la vie étudiante. Il règne à Glendon un esprit de corps très marqué renforcé par le haut niveau d'interaction entre enseignants et étudiants et par les services individualisés pour répondre aux besoins académiques, personnels et financiers de chaque étudiant.

Planification et mise en œuvre en 2006-2007

En 2006-2007 les objectifs de Glendon ont été les suivants :

CONTINUER LA MISE EN ŒUVRE DE L'ÉCOLE DES AFFAIRES PUBLIQUES DE GLENDON ET L'ÉTABLISSEMENT DES PROGRAMMES DE DEUXIÈME ET TROISIÈME CYCLES DANS PLUSIEURS DOMAINES.

La mise en œuvre de l'École des affaires publiques s'est amorcée en 2006-2007. L'École a proposé un programme de maîtrise bilingue en affaires publiques et internationales. Il a été présenté au Sénat de l'Université York ainsi qu'au Conseil des études supérieures de l'Ontario en janvier 2007. Le Conseil des études supérieures de l'Ontario a donné son approbation officielle au mois d'août 2007. Le programme de maîtrise recevra sa première cohorte à l'automne 2008. Le comité consultatif de l'École est composé de 25 éminents Canadiens, qui se sont réunis deux fois en 2006-2007 et dont la collaboration était d'une très grande valeur. L'École a également tenu sa première manifestation d'envergure en mars 2007. Il s'agissait d'un colloque marquant le 40ème anniversaire du premier rapport de la Commission royale d'enquête sur le bilinguisme et le biculturalisme. Par ailleurs, un nouveau professeur d'administration publique vient d'être embauché et s'ajoute aux effectifs professoraux de l'École. D'importants programmes de prise en contact ont été menés avec des hauts fonctionnaires des gouvernements fédéral et provincial de l'Ontario pour discuter des domaines communs de collaboration ainsi que des possibilités de stages.

Des propositions de programmes de doctorat en Études françaises ainsi que de maîtrise en Études hispaniques ont été préparées. Les propositions complétées seront soumises à la Faculté des Études supérieures au début de l'automne 2007. Il y a également un projet de doctorat en traductologie et études transculturelles.

APPORTER DES AMÉLIORATIONS AU PROGRAMME PAR LE BIAIS DU BACCALAURÉAT EN SCIENCES DE L'ÉDUCATION ET DU BACCALAURÉAT ÈS ARTS INTERNATIONAL.

Le Baccalauréat en sciences de l'éducation (immersion française) a reçu l'approbation du Sénat au printemps 2007. Le programme entrera en vigueur en septembre 2007. Il sera offert sur le campus de Glendon en collaboration avec la Faculté des sciences de l'éducation. Le programme simultané de Baccalauréat en sciences de l'éducation est le premier en son genre à préparer des candidats qui se destinent à l'enseignement du français au niveau primaire tout en donnant une importance particulière à l'apprentissage du français langue seconde en Ontario.

En même temps, Glendon lance un Baccalauréat ès arts international. Approuvé par le Sénat au Printemps 2007, le Baccalauréat international proposera deux options novatrices : un programme bilingue BAi (bilingue) qui va homogénéiser le bilinguisme intégré du collège et un programme trilingue qui favorisera la maîtrise de l'anglais, du français et d'une troisième langue. Les deux programmes comprennent un échange international ainsi que des cours axés sur l'international. Au cours de la première phase de la mise en œuvre en septembre 2007, le BAi sera disponible dans sept disciplines y compris l'Économie et commerce, les Études canadiennes, la Science économique, l'Histoire, les Sciences politiques, la Psychologie et la Sociologie. On s'attend à ce que le BAi s'étende à tous les programmes de Glendon à l'automne 2008.

ATTEINDRE L'OBJECTIF DES EFFECTIFS ÉTUDIANTS, TOUT EN AMÉLIORANT LE NIVEAU DES ÉTUDIANTS NOUVELLEMENT ADMIS.

Avec un nombre total d'équivalents à temps plein de Glendon de 1982.3 ETP, Glendon a surpassé de loin l'objectif final d'effectifs étudiants de 1828.9 fixé pour 2006-2007 de 153.4. En même temps, le Collège a augmenté la norme minimale d'admissibilité des étudiants provenant des écoles secondaires de l'Ontario de 2 pourcent. Le nombre des lauréats des bourses d'entrée a presque doublé. Il est passé de 123 en 2005-2006 à 230 en 2006-2007. Un des quatre prix du Programme de bourses internationales pour l'Afrique (100 000 $) est allé à un étudiant de Glendon et deux des cinq boursiers du Cercle international étaient des nouveaux étudiants également de Glendon.

DÉVELOPPER ET RENFORCER DES PARTENARIATS STRATÉGIQUES EXTERNES.

En 2006-2007, les représentants de Glendon ont été très actifs dans un grand nombre d'organismes auxiliaires français et francophones y compris l'Agence des universités de la francophonie, l'Association des universités de la francophonie canadienne, le Consortium des universités de la francophonie ontarienne, et autres. Glendon a continué d'appuyer les organismes et la communauté francophone du Sud de l'Ontario. Au printemps 2007, Glendon a été l'hôte de trois concours de français, le Forum du Programme des jeunes ambassadeurs du « Français pour l'avenir » ainsi que la Fête nationale du 14 juillet. Glendon a également été l'hôte de plusieurs activités avec ses partenaires communautaires, telles que des séances de formation pour les enseignants francophones de l'Ontario en collaboration avec l'association « Canadian Parents for French », l'assemblée générale biennale de l'Association des conseillers et conseillères en orientation francophones de l'Ontario ainsi que le 50ème anniversaire du Club Richelieu de Toronto, un organisme à but non lucratif francophone très important de Toronto.

DÉVELOPPER LA DIVISION DE LA FORMATION CONTINUE PAR LE BIAIS D'UNE NOUVELLE PROGRAMMATION DE COURS NON-CRÉDITÉS.

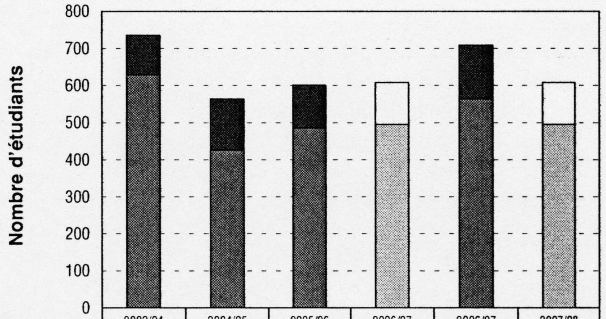
Durant l'année 2006-2007, la division de la formation continue a ajouté deux cours non-crédités et ses effectifs ont augmenté dans l'ensemble des cours et programmes existants. Le premier nouveau cours non-crédité qui était offert s'intitulait « Executive Language/Canadian Environment ». Il a été conçu et pensé pour les personnes intéressées à s'acclimater à la gestion des affaires canadiennes ou ontariennes tout en améliorant leurs connaissances linguistiques en anglais. Le deuxième cours non-crédité était offert avec le concours de l'École de la fonction publique du Canada. Il s'agissait d'un cours de langue française pour les employés fédéraux. Bien que Explore, le programme d'été d'échange linguistique du gouvernement fédéral, ne soit pas une nouvelle initiative pour la division de la formation continue de Glendon, les quotas des deux sessions, celle du printemps et celle de l'été ont augmenté respectivement de 120 à 160 par rapport au printemps 2006 et de 150 à l'été 2006 à 200 pour l'été 2007 soit une augmentation générale des inscriptions de 33 pourcent. De plus, les inscriptions aux cours de langue non-crédités du samedi matin offerts durant l'automne, l'hiver et le printemps ont continué d'augmenter de 15 pourcent.

Mesures de compétence

INSCRIPTIONS

En 2006-2007, le nombre des nouveaux étudiants éligibles a dépassé légèrement les objectifs fixés par l'Université avec 28.3 pourcent au-delà du nombre prévu pour les étudiants des années supérieures et un dépassement de 13.9 pourcent pour ceux de la première année.

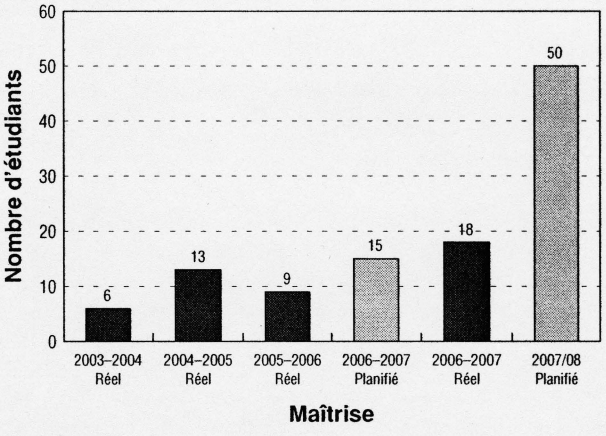
Tableau 1: Admissions : Nouveaux étudiants éligibles de 1er cycle de l'automne au 1er novembre



	2003/04 Réel	2004/05 Réel	2005/06 Réel	2006/07 Planifié	2006/07 Réel	2007/08 Planifié
Étudiants avancés	107	138	115	113	145	113
Première année	629	426	486	495	564	495

Source : Vice-présidente associé aux Affaires académiques, planification des ressources universitaires et Bureau de recherche et d'analyse institutionnelle

Tableau 2: Admissions aux études supérieures : Nouveaux étudiants éligibles aux études supérieures (trimestre d'automne)

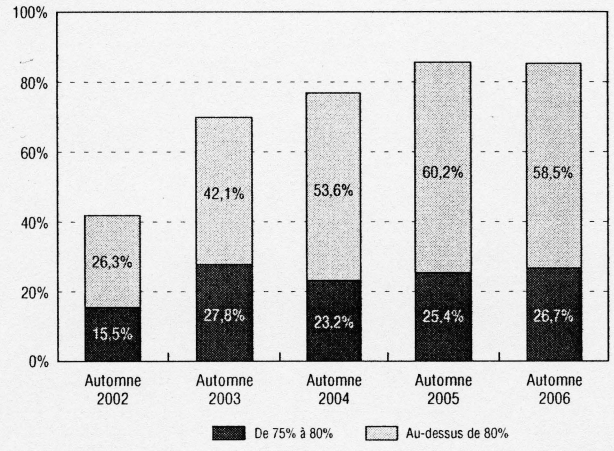


Source : Vice-présidente associé aux Affaires académiques, planification des ressources universitaires et Bureau de recherche et d'analyse institutionnelle

LE CALIBRE DES ÉTUDIANTS

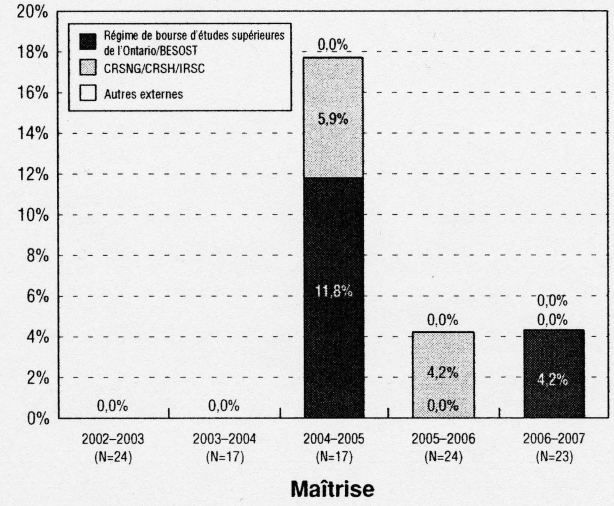
En 2006-2007, Glendon a pris un certain nombre de mesures ciblées pour s'attirer des étudiants de premier ordre. Le Principal a été l'hôte d'un petit-déjeuner pour les meilleurs étudiants. L'équipe du service de recrutement a livré en mains propres les offres d'admission aux meilleurs candidats dans le cadre du projet de visite à domicile. Les appels faits personnellement par la directrice du recrutement, ont apporté un service personnalisé aux meilleurs étudiants et parallèlement l'aide active du Service financier aux étudiants a permis de maximiser les opportunités de financement pour ces candidats.

Tableau 3 : Admissions : Pourcentage des inscriptions en 1ère année provenant des écoles secondaires ayant une moyenne d'entrée de 75 pourcent et au-delà



Source : Bureau de recherche et d'analyse institutionnelle

Tableau 4: Pourcentage des étudiants à temps plein aux études supérieures ayant une bourse externe



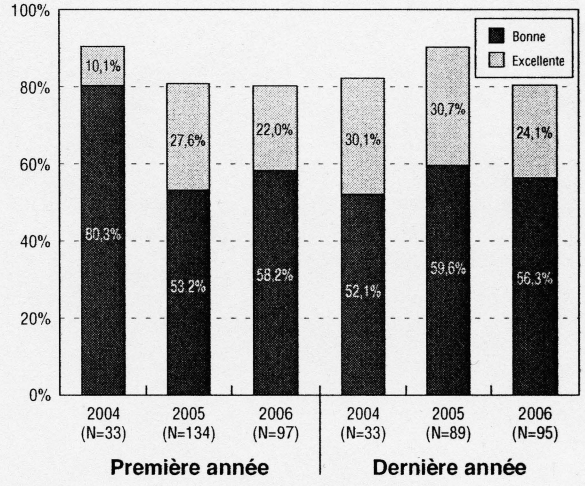
Source : Bureau de recherche et d'analyse institutionnelle

L'EXPÉRIENCE ÉTUDIANTE

En 2006-2007, Glendon a maintenu son haut niveau de satisfaction étudiante pour l'expérience universitaire toute entière. Plus de 80 pourcent des étudiants de première et de dernière années ont évalué leur expérience dans l'ensemble de « bonne » à « excellente ». Bien que les taux de satisfaction des étudiants en dernière année aient été plus bas en 2006 qu'en 2005, les résultats sont parmi les plus élevés de l'Université. Les rapports entre le conseil étudiant et l'administration se sont nettement améliorés et certains projets conjoints sont en développement. D'autres initiatives, telles que le renouvellement de l'espace réservé aux étudiants sur le campus et des projets d'aménagement durable ont renforcé encore plus l'expérience étudiante.

Les programmes d'orientation pour les étudiants ainsi que pour les parents ont été perfectionnés. Ils ont attiré le plus grand nombre de nouveaux étudiants et de parents depuis des années.

Tableau 5 : L'Enquête nationale sur l'engagement étudiant : Que pensez-vous de l'ensemble de votre expérience académique ? Collège universitaire Glendon



Sources: Enquête nationale sur l'engagement étudiant (hiver 2004 et hiver 2005) et Bureau de recherche et d'analyse institutionnelle

EMBAUCHE DE NOUVEAUX PROFESSEURS

Le Collège universitaire Glendon a engagé 5 professeurs à temps plein en 2006-2007 en Science économique, en Anglais, en Histoire et deux en Sciences politiques. Glendon a organisé plusieurs concours pour des postes à temps plein en 2007-2008 en Éducation, en Anglais, en Études hispaniques, en Études internationales, en Philosophie, en Affaires publiques et à l'École de traduction.

Tableau 6 : Répartition des postes permanents par faculté au 1er octobre

Courant	Rang	2005-2006 Nominations à l'essai	2005-2006 Professeurs permanents	2004-2005 Total	2006-2007 Nominations à l'essai	2006-2007 Professeurs permanents	2006-2007 Total
Professoral	Maître de conférences	3	0	3	1	0	1
		3.4%	0.0%	3.4%	1.2%	0.0%	1.2%
	Professeur adjoint	18	2	20	19	1	20
		20.7%	2.3%	23.0%	22.4%	1.2%	23.5%
	Professeur agrégé	0	38	38	0	38	38
		0.0%	43.7%	43.7%	0.0%	44.7%	44.7%
	Professeur titulaire	0	22	22	0	22	22
		0.0%	25.3%	25.3%	0.0%	25.9%	25.9%
Deuxième courant	Chargé d'enseignement	0	0	0	0	0	0
		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
	Chargé de cours	0	3	3	0	3	3
		0.0%	3.4%	3.4%	0.0%	3.5%	3.5%
	Maître de cours	0	1	1	0	1	1
		0.0%	1.1%	1.1%	0.0%	1.2%	1.2%
Total des postes permanents		**21**	**66**	**87**	**20**	**65**	**85**

Les nouveau postes qui ont débuté après le 1er octobre 2006 ne sont pas inclus.

Source : Bureau de recherche et d'analyse institutionnelle

Tableau 7: Répartition des postes permanents

Données sur le corps enseignant	2002-2003	2003-2004	2004-2005	2005-2006	2006-2007	2007-2008
Répartition des postes permanents, par faculté, par tête, au 1er octobre						
Nombre de postes permanents	84	84	85	87	85	-
Nombre d'engagements sous contrats temporaires	5	7	5	6	6	-
Nombre total des professeurs à temps plein	**89**	**91**	**90**	**93**	**91**	-
Engagements – Postes permanents (par tête)						
Nombre d'engagements autorisés (Nouveaux + reportés sur les exercices ultérieurs)	7.5	7.0	9.0	5.0	5.0	7.5
Nombre d'embauches faites	5.5	6.0	8.0	4.0	5.0	2.0*
Embauches faites jusqu'à date						
Départs, retraites, démissions, décès (1er mai au 30 avril)	4.0	6.0	7.0	5.0	4.0	-
Rapports étudiants/professeurs (ETP)						
Étudiants de 1er cycle en équivalents à temps plein (ETP)	1535.8	1743.3	1784.2	1826.9	1889.9	-
Étudiants des Études supérieures en équivalents à temps plein (ETP)	27.1	21.7	22.4	25.3	27.3	-
Professeurs à temps plein en équivalents à temps plein (ETP)	84.3	86.7	86.9	87.9	86.5	-
Professeurs à temps plein en équivalents à temps plein (ETP) (sur place seulement)	70.8	70.7	73.0	80.2	76.5	-
Temps partiel en équivalents à temps plein (ETP)	59.9	85.4	80.5	77.5	83.2	-
Total de tous les professeurs en ETP (sur place seulement)	130.7	156.1	153.5	157.7	159.7	-
Rapport étudiants des Études supérieures/Professeurs à temps plein en ETP	0.3	0.3	0.3	0.3	0.3	-
Étudiants de premier cycle/Professeurs à temps plein sur place et professeurs à temps partiel	11.8	11.2	11.6	11.6	11.8	-

Notes:

a) Les ETP des professeurs à temps plein comprennent les engagements sous contrats temporaires, les contrats spéciaux renouvelables qui ne sont pas en invalidité prolongée ou en congé sans solde. Ils comportent ceux qui sont en congé sabbatique. Ces chiffres ont été rajustés pour les engagements conjoints et les charges réduites.

b) Les ETP sur place se rajustent selon les types de congés y compris les invalidités prolongées, les congés payés, les congés non-payés, les congés sabbatiques et les charges réduites. Ces chiffres ont été rajustés pour les engagements conjoints.

c) Les ETP des professeurs à temps partiel comprennent les assistants excepté les correcteurs, l'unité 2 du syndicat canadien de la function publique, ceux qui sont exclus du SPFP, les retraités et les charges additionnelles des membres de YUFA/OHFA.

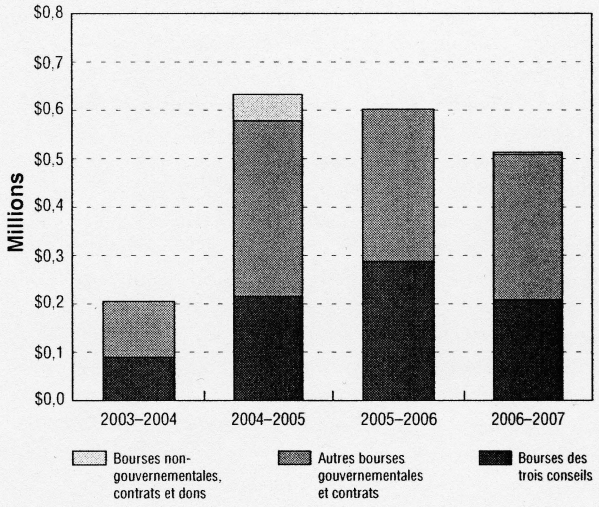
d) La répartition des postes permanents est basée sur un calcul complete en date du 1er octobre. Les engagements autorisés et les embauches faites sont comptés en date du 1er juillet; les départs sont comptés en date du 1er mai. Par conséquent, la différence entre le nombre d'embauches et de départs ne sera pas égale au changement dans la répartition des postes permanents en date du 1er octobre.

Source : Vice-présidente associé aux Affaires académiques, planification des ressources universitaires et Bureau de recherche et d'analyse institutionnelle

LA RECHERCHE

L'année dernière, Glendon a élaboré un plan stratégique à trois volets pour intensifier et élargir sa culture de recherche. Il consiste : (1) à assurer un soutien personnalisé à chaque chercheur, (2) à suivre les activités de recherche et (3) à récompenser les chercheurs et faire une diffusion accrue des résultats de la recherche. Certains signaux indiquent que cette approche porte fruits et que la recherche gagne du terrain. Les demandes de subventions externes ont triplé à l'automne. Le montant des subventions des trois conseils et le montant total du revenu provenant de la recherche ont augmenté considérablement. La majorité de nos professeurs qui sont éligibles aux bourses du Conseil de recherche en sciences naturelles et en génie CRSNG détiennent également ce genre de subvention. Glendon publie en moyenne annuelle 7 livres, 17 chapitres de livres, 24 articles évalués par des pairs. Deux revues scientifiques sont éditées actuellement sur le campus, une en Psychologie et l'autre en Science économique. Le Centre de recherche sur le contact linguistique et le Groupe de recherche en affaires publiques et internationales ont publié plusieurs documents de travail et organisé de nombreux colloques de recherche. Dans l'année à venir, Glendon continuera la mise en œuvre de son plan stratégique de soutien à la recherche. Le collège mettra une plus grande emphase sur la diffusion des connaissances. Des discussions informelles auront lieu afin d'établir des échanges avec les utilisateurs de la connaissance dans le gouvernement et la communauté.

Figure 8 : Montant annuel total de la recherche subventionnée de l'extérieur



Source : Bureau de recherche et d'analyse institutionnelle et Bureau du support à la recherche

Tableau 9 : Tableau de performance en recherche pour l'année 2006-2007

	Performance selon l'éligibilité aux trois conseils de recherche			
	IRSC	CRSNG	CRSH	Total
Indicateurs de performance (les professeurs à temps plein)				
Nombre de professeurs à temps plein au 1er octobre	1	11	73	85
Nombre de professeurs à temps plein ayant obtenu une subvention externe ou un contrat externe	0	4	11	15
Pourcentage des professeurs à temps plein ayant une subvention externe ou un contrat[1]	0,0%	36,4%	15,1%	17,6%
Nombre de professeurs à temps plein ayant obtenu des subventions des trois conseils	0	4	7	11
Pourcentage des professeurs à temps plein ayant obtenu des subventions des trois conseils[2]	0,0%	36,4%	9,6%	12,9%
Total du revenu de la recherche des professeurs à temps plein de toute provenance	$ 0,00	$ 59 000,00	$ 199 663,00	$ 258 663,00
Intensité du revenu de la recherche des professeurs à temps plein[3]	$ 0,00	$ 5 363,64	$ 2 735,11	$ 3 043,09
Total du revenu de la recherche des professeurs à temps plein provenant des trois conseils	$ 0,00	$ 59 000,00	$ 199 663,00	$ 258 663,00
Intensité du revenu de la recherche des professeurs à temps plein provenant des trois conseils[4]	$ 0,00	$ 5 363,64	$ 2 735,11	$ 3 043,09
Nombre de demandes aux trois conseils des professeurs à temps plein	0	0	11	11
Indicateurs de performance (les retraités, contrats spéciaux et autres)				
Total du revenu de la recherche pour les retraités, contrats spéciaux et autres	$ 0,00	$ 0,00	$ 0,00	$ 0,00
Nombre de demandes aux trois conseils des retraités, contrats spéciaux et autres	0	0	0	0

Notes:

1) Les données des sommes allouées ont été fournies par le Bureau du support à la recherche (BSR) par le biais de la base de donnée.

2) Les chiffres représentent le montant des sommes allouées (tels que comptabilisés par BSR) et ne peuvent pas être semblables au montant réel reçu; ceci peut mener à des des divergences entre les données du PBA et celles des comptes de recherche.

3) Les données ne sont pas un compte rendu des montants absolus d'une subvention externe ou contrat, représentant les divers versements attribués à une subvention externe ou contrat.

4) Les données n'incluent pas les revenus tirés de projets de recherché qui sont gérés localement et non déclarés au BSR; la base de donnée enregistre seulement les revenus tirés de projets de recherche administrés dans les comptes «500»; le BSR travaille avec les agents de recherche de chaque faculté afin de pouvoir comptabiliser les revenues de recherche qui sont administrés dans d'autres comptes.

Source : Bureau de recherche et d'analyse institutionnelle et Bureau du support à la recherche

Le budget

Le budget total du Collège universitaire Glendon est aligné pour couvrir plusieurs composantes de ses responsabilités vis-à-vis de l'enseignement et de la recherche. Plus précisément, près de 90 pourcent des dépenses totales couvrent les salaires et les bénéfices marginaux des professeurs à temps plein, des contractuels, des chargés de cours, des assistants à l'enseignement, ainsi que du personnel administratif. L'engagement qu'a pris le Collège vis-à-vis du bilinguisme est entièrement couvert par ce budget. Il y a eu un petit déficit d'exploitation en 2006-2007 qui était dû à un retard à recevoir des subventions gouvernementales spéciales avant la fin de l'exercice financier de l'Université. Un petit déficit est anticipé en 2007-2008 qui reflète les dépenses additionnelles prévues pour la modernisation d'installations nécessaires pour répondre à une croissance envisagée du nombre d'inscriptions. Un plan de redressement financier pour le remboursement du déficit cumulatif est en place et commencera à avoir un effet positif en 2008-2009.

Collège universitaire Glendon

	Résultats d'exploitation		
(Dollars)	2006-2007 Budget	2006-2007 actuels	2007-2008 Budget
Recette :			
Recouvrement des frais externes	889,100	1,104,384	1,086,755
Recouvrement des frais internes	382,521	491,910	423,456
Autres revenus	-	27,520	-
Enveloppe budgétaire	17,001,481	18,439,181	19,504,758
Recette globale	**18,273,102**	**20,062,995**	**21,014,969**
Dépenses :			
Corps enseignant - administration	623,385	644,364	653,028
Corps enseignant - plein temps	8,493,188	9,037,804	9,317,562
Corps enseignant - contractuels	2,422,810	3,090,468	3,184,527
Assistants à l'enseignements	116,607	164,834	91,875
Recherche	1,168,298	1,119,581	1,095,091
Soutien et administration	3,984,056	3,994,351	4,574,126
Autres	72,884	149,454	134,870
Total des salaires et avantages sociaux	**16,881,228**	**18,200,856**	**19,051,079**
Coûts de fonctionnement	1,306,293	1,745,101	1,938,073
Amortissement des immobilisations	-	-	-
Coûts des produits vendus	-	-	-
Impôts et commodités	157,635	188,584	172,077
Bourses d'études et d'entretien	1,000	-	-
Intérêts sur dettes à long terme	-	-	-
Dépenses globales	**18,346,156**	**20,134,541**	**21,161,229**
Recettes moins dépenses	**(73,054)**	**(71,546)**	**(146,260)**
Report des exercices antérieures	**(1,173,867)**	**(1,173,867)**	**(1,245,413)**
Reporté à l'an prochain	**(1,246,921)**	**(1,245,413)**	**(1,391,673)**

Les priorités stratégiques de Glendon pour 2007-2008

En 2007-2008, le Collège universitaire Glendon vise à

- Développer entièrement le programme de maîtrise de l'École des affaires publiques ainsi que d'autres programmes d'études supérieures dans différents domaines.
- Rencontrer les effectifs fixés tout en continuant à améliorer la capacité d'attirer des étudiants de haut calibre.
- Renforcer Glendon à titre de Centre d'excellence pour les études postsecondaires bilingues et francophones du Sud de l'Ontario.
- Poursuivre les objectifs de Glendon avec la campagne de levée de fonds « York to the Power of 50 ».

FACULTY OF GRADUATE STUDIES

Overview

As the second largest graduate school in Ontario, the Faculty of Graduate Studies plays a central role in York University's national and international stature in research and scholarship, and has established an impressive array of excellent graduate programs in both traditional core disciplines and innovative interdisciplinary areas.

In keeping with the University Academic Plan and the Ontario initiative for increased graduate enrolments, unheralded growth has occurred and is continuing both in existing programs and through the development of new graduate programs. While committed to maintaining its approximately 10 per cent share of graduate enrolments in the province, FGS is working with other units in the University toward intensifying and increasing York's involvement in graduate education. New faculty appointments to support this growth have taken place based on specific needs of graduate education. As seen in Figures 1, 2a and 2b, applications and admissions have steadily increased as well as scholarship support for graduate students (Figures 4, 5 and 6).

Planning and Implementation

The specific Faculty strategic directions for 2006-2007, described in the 2005-2006 Planning, Budget and Accountability Report, are outlined below with how they have been realized:

1. To meet York University's target for graduate growth in 2006-2007 per the accountability agreement with the Ministry.

Realized: Given the competitive climate and the context within the province, FGS did better than anticipated, reaching over 90 per cent of its target largely due to the hard work and persistence of the Graduate Program Directors.

2. On-campus FGS information/recruitment events scheduled for November 2006 and February 2007.

Realized: A first ever on-campus Open House for Graduate Studies was held in November 2006. All graduate programs participated in various ways. A total of 1000 interested people pre-registered, and despite inclement weather, approximately 800 actually attended – a very high participation rate. During the month of February, individual graduate programs invited applicants to attend program-specific events. In addition, FGS working with the Admissions/Liaison Office, staffed booths at ten Graduate Fairs throughout Ontario during the fall 2006.

3. Introduction of the FGS Professional Skills Seminar Series, to include:

- General FGS Orientation session
- Research Ethics session
- Thesis/Dissertation Strategies for Success session
- Funding and Grant Applications sessions

Realized: The following sessions were successfully offered and were well-received by graduate students:

- General FGS Orientation
- Research Ethics
- Seminar on Writing Skills
- Intellectual Property and Risk Management
- Funding and Grant Applications

To assist students and faculty, the powerpoint presentations for these events were hosted on the FGS Web site. In addition, two discussion focus groups on Graduate Supervision were held – one for students and one for faculty.

4. Exploration of expanding opportunities for internal promotion (reclassification) from master's to doctoral studies.

Realized: Data have been collected on this. Building on the success of the Science experience which commonly promotes internally without completing the Master's degree, another graduate program (Music) has successfully promoted seven students from the masters to the doctoral program. Other programs are continuing to explore this option.

5. Development of an on-line tracking process to monitor times to completion and to support steady academic progress.

Realized: This has begun to be realized with the introduction of GEM3, the student record system Graduate Event Module; the first phase of which went live June 19, 2007. The tracking reports will begin to be mounted in the summer of 2007.

6. Pro-active development of new graduate programs.

Realized: 2006-2007 saw an unprecedented explosion of new graduate diploma, master's and doctoral program proposals. At time of writing, 21 new graduate programs have either been approved by OCGS or are expected to be shortly; 11 will begin in September 2007. The remainder are expected to start in September 2008. In addition, there are a further 7 new programs under active development, most of which will be approved in time for a September 2008 start-up. Details can be found in a later section of this document.

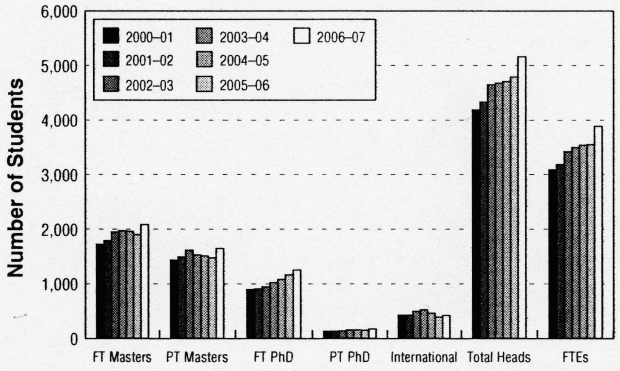
7. Development of the Graduate Course Operational Formula for each graduate program, which will define how many courses should be available each year for graduate students to take. Resource Deans and Chairs will be included in these discussions and decisions to ensure a base level of resources for graduate teaching.

Realized: Ongoing work continues on this issue.

NOTEWORTHY ACHIEVEMENTS

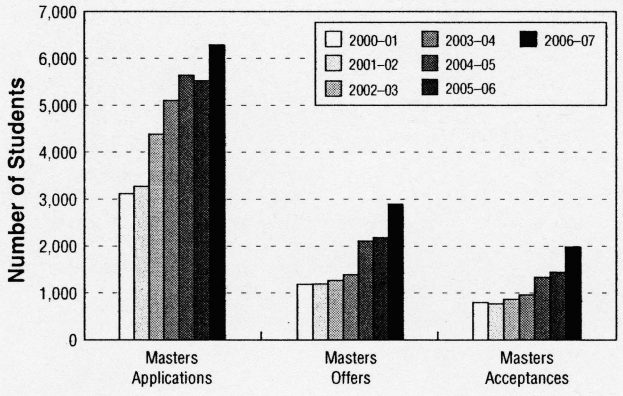
There has been a consistent rise in FTEs over the past six years as seen in Figure 1, with a dramatic increase in 2006-2007, consistent with the Faculty's goals.

Figure 1: Enrolments



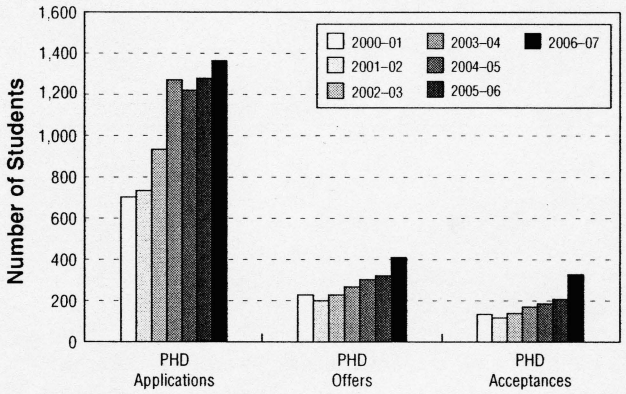
Source: Data obtained from York Fact Book

Figure 2a: Admissions Statistics for Masters Programs by Year



Source: Admissions Office

Figure 2b: Admissions Statistics for Doctoral Programs by Year



Source: Admissions Office

Both these tables can be used as performance indicators. They indicate a substantial increase in the numbers of offers and acceptances. The Masters' applicant pool has more than doubled over the last seven years, and the PhD pool has also increased significantly. More importantly, the offers and acceptances to both degrees have also more than doubled. The PhD numbers now also include internal promotions.

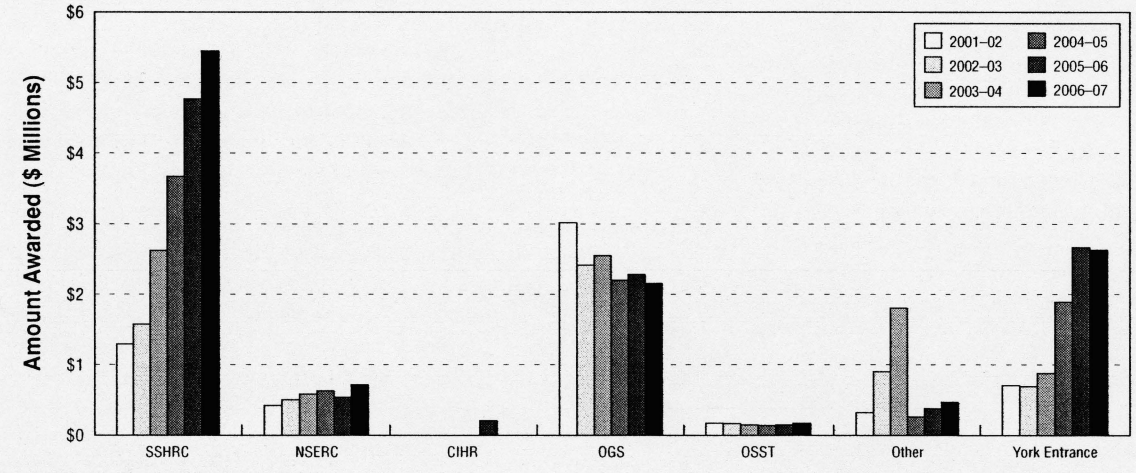
Figure 3: Ratios of Offers to Acceptances by Degree Level by Year

YEAR	Masters	PHD
2000-01	1.49:1	1.70:1
2001-02	1.55:1	1.72:1
2002-03	1.47:1	1.63:1
2003-04	1.45:1	1.58:1
2004-05	1.58:1	1.62:1
2005-06	1.51:1	1.55:1
2006-07	1.46:1	1.25:1

Source: FGS Administrative Office

This table shows that FGS has maintained its ratio of acceptances at the Masters level and dramatically improved at the doctoral level, despite increased competition. This can be accounted for, in part, by better targeting of students in an increased applicant pool.

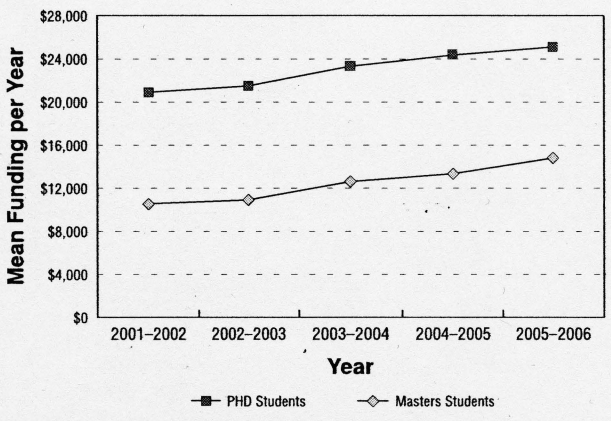
Figure 4: Student Honours and Awards



Source: Data obtained from FGS Records

External awards to graduate students at York continue to increase, as can be seen by Figure 4. Of significance is the steady increase in the number of prestigious SSHRC and NSERC awards. This is a major achievement and attests to the quality of York's graduate students at a time when pressure for enrolment growth could have led it in the other direction. It is worth noting the apparent decline in OGS awards holders since 2000. This decline is mainly a result of York's outstanding success in Masters' CGS awards. In many cases, students are offered both the OGS and the CGS and opt for the federal award which is a higher dollar value. It should also be noted that while the OGS numbers of award holders is lower, York's success rate in awards offered to students is approximately the same – it is in fact the take up rate that has declined.

Figure 5: Funding



Note: This table reflects all full-time students who received funding.

Source: Office of Institutional Research and Analysis

Financial Support

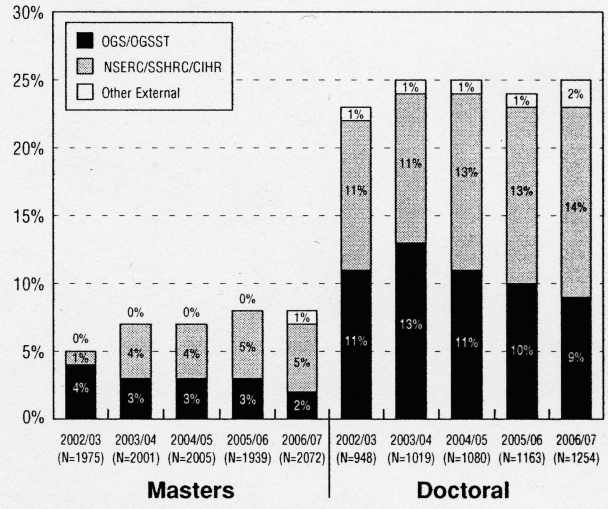
Adequate support for graduate students is a high priority. The above chart represents funding for all full-time students and includes internal and external funds. This chart indicates a growth in the average level of support for students at both the master's and doctoral level. A major factor toward increasing the average for doctoral students from approximately $15,000 to over $24,000 has been students' success in securing the CGS doctoral awards valued at $35,000. These awards have freed up York's traditional forms of support, primarily TAs, to permit other students to receive higher levels of average funding. In addition, the University is committed to using its own resources to increase average levels of student support. Over the past five years this commitment has resulted in a nearly doubling of graduate student support from all sources, from $35 million in 2001-2002 to $57 million in 2006-2007. It's also noteworthy that York has the highest funded teaching assistants in Canada.

From September 2007, York University has instituted guaranteed minimum funding for incoming full-time graduate students with a B+ or higher GPA in all doctoral programs and in research master's programs. Funding is made up of one or a combination of work, generally Teaching Assistantships (TA), scholarships and bursaries, and Research Assistantships funded through the Faculty of Graduate Studies or through faculty research grants. External scholarships are included in the guaranteed minimum funding. The University guarantee is for the advertised length of a master's program (either one or two years) and for four years of a doctoral program. In addition to this university guarantee, there are funding opportunities beyond these minima either through entrance scholarships, bursaries, or TAships provided students are registered full time. Part time students are not eligible for guaranteed University funding.

The funding for new Master's students is now $14,000 for their first year if the student has an A average (which includes A+, A, A-). They will receive $10,000 for their second year in the Masters program. If they enter with a B+ average, these students will receive $10,000 per year.

Incoming Doctoral Students with an A average (which includes A+, A, A-) will receive a minimum of $22,400 for their first year, and $19,400 for second to fourth year. Those entering with a B+ average will receive $19,400 per year.

Figure 6: Percentage of Full-Time Graduate Students with External Awards



Source: Office of Institutional Research and Analysis

There has been a steady increase in the number of fulltime graduate students who have successfully applied for external awards.

RECRUITMENT AND RETENTION OF STUDENTS

With the hiring of an additional staff manager whose role is graduate recruitment and promotion, the following initiatives have been undertaken to increase the pool of quality applicants:

1. Upgrading of the Faculty of Graduate Studies Admissions Handbook to include more detailed descriptions of individual program strengths. Earlier preparation of the handbook was implemented to ensure availability for the Fall Recruitment Fairs.
2. On-campus FGS information/recruitment events were scheduled for November 2006 and February 2007 including promoting the events at other universities through advertising and other methods. One such event was York's first Graduate Studies Open House held November 11, 2006.

3. Working with the Office of Vice-President Students, the Graduate Studies Web portal (graduate-level pages in the Admissions area of the site) was upgraded.

An additional staff person will be hired to work specifically with the FGS Web site and with program webpages. A strategic recruitment plan which is attuned to the differing needs and audiences of the diverse programs offered by the Faculty will be devised to help graduate programs promote their programs. This will be conducted in close collaboration with the Vice President Students and his staff in the Admissions/Liaison Office.

Times to Completion

With reference to the Faculty of Graduate Studies 2004 comprehensive academic planning document ("Fundamental Values and Emerging Expectations"), FGS has continued to initiate measures to improve times to completion and retention of graduate students. What appeared to be a barrier to early completion has been addressed – FGS has created benchmarks and enforced deadlines for having supervisors and supervisory committees in place earlier in a student's program. Over the next year, FGS will continue to look at other means of ensuring successful early completion, such as earlier deadlines for PhD proposal submission.

ACADEMIC PROGRAMS

New Programs approved by OGCS in 2006-2007:

PhD in Critical Disability Studies

PhD in Linguistics and Applied Linguistics

PhD in Social Work

PhD in Visual Arts

Master's of Public Policy, Administration and Law

Master's of Arts in Development Studies

Master's of Arts in Disaster & Emergency Management

Master's of Public and International Affairs

Master's of Social Work two-year program

Type 2 and 4 Graduate Diplomas in Post-Secondary Education: Community, Culture and Policy

Type 2 Graduate Diploma in Health Psychology

Type 4 Graduate Diploma in Teaching of Movement for Theatre

New specialization in Business Law for International Students (OPD LLM)

New field in Primary Health Care Nurse Practitioner within the MScN

New Programs Submitted to OCGS in 2006-2007 and awaiting results at time of writing:

Master's of Fine Arts in Dance

Master's of Science in Computer Engineering

Master's of Arts and PhD in Socio-Legal Studies

PhD in Dance

PhD in Art History and Visual Culture

PhD in Cinema & Media Studies

PhD in Human Resources Management

Seven other new graduate programs are under active development, and it is expected that they will all be in place for 2008.

Program quality – OCGS review

The following table represents an historical compilation of the last periodic appraisal result for each graduate program.

Figure 7: Results of OCGS Appraisals

Program and year of appraisal	Good Quality	Good Quality with Report	In Progress
2006-2007			
Art History			X
Dance	X		
Film			X
Ethnomusicology & Musicology			X
Theatre			X
Visual Arts	X		
Sociology			X
History			X
SPT			X
Interdisciplinary Studies			X
Computer Science			X
Women's Studies			X
Humanities			X
2005-2006			
Physics & Astronomy			X
Earth & Space Science		X – Report due March 2009	
2004-2005			
Business	X	X – PhD Administration Report due March 2009	
Kinesiology & Health Science	X	X – MSc in Fitness Report submitted October 2006, resulting in Conditionally Approved with Report due November 2007	
Translation		X – Report due December 2009	
Etudes françaises		X – Report due February 2008	
Linguistics	X		
2003-2004			
Education	X		
2002-2003			
English	X		
Psychology	X		
Biology		X – submitted July 2006, resulting in Good Quality	
Social Work		X – submitted in October 2005, resulting in Good Quality	
Philosophy		X – submitted in May 2006, resulting in Good Quality	
2001-2002			
Social Anthropology	X		
Chemistry		X – submitted May 2005, resulting in Good Quality	
Economics		X – submitted July 2005, resulting in Good Quality	
Mathematics & Statistics	X		
2000-2001			
Law		X – submitted in November 2004, resulting in Good Quality	
Geography		X – submitted April 2005, resulting in Good Quality	
Political Science	X		
Environmental Studies		X – submitted May 2004; resulted in Good Quality with Report due 2007	

Budget

Approximately 85 per cent of the Faculty of Graduate Studies budget consists of student support in a variety of forms, including scholarships, fellowships, assistantships, research costs funds, and bursaries.

The 2006-2007 budget compared to actuals was on target, with the primary goal achieved of using the student support fund to recruit high quality students.

The Faculty is projecting an increase in revenue for 2007-2008 as a result of graduate enrolment growth with a similar increase in student support expenditures as experienced in 2006-2007.

Faculty of Graduate Studies

	Operating Results by Expense Type		
(Dollars)	2006-2007 Budget	2006-2007 Actuals	2007-2008 Budget
Revenue:			
External cost recoveries	26,500	72,888	36,700
Internal cost recoveries	315,000	77,179	160,000
Other revenues	545,508	575,867	620,500
Central allocations	20,972,273	22,438,453	23,906,183
Total Revenue	**21,859,281**	**23,164,387**	**24,723,383**
Expenses:			
Faculty - Administration	464,208	344,943	403,801
Faculty - Full-time	-	38,715	-
Faculty - Contract	364,813	268,663	374,398
Teaching assistants	8,499,511	8,856,274	9,129,172
Research	2,940,488	3,336,265	3,526,828
Support/Administration	1,078,034	1,038,944	1,147,324
Other	-	1,271	-
Total Salaries and Benefits	**13,347,054**	**13,885,075**	**14,581,523**
Operating costs	814,355	749,257	1,223,517
Amortization of capital assets	-	-	-
Cost of goods sold	-	-	-
Taxes and utilities	20,000	21,726	21,000
Scholarships & bursaries	9,066,650	8,335,493	9,683,266
Interest on long-term debt	-	-	-
Total Expenses	**23,248,059**	**22,991,551**	**25,509,306**
Total Revenue less Expenses	**(1,388,778)**	**172,836**	**(785,923)**
Previous Year's Carryforward	**1,592,230**	**1,592,230**	**1,765,066**
Carryforward to Next Year	**203,452**	**1,765,066**	**979,143**

Strategic Directions for 2007-2008

1. Plan with the resource deans, in consultation with the Vice-President Academic and Vice-President Students, for continued graduate growth in all areas of graduate study, including the creation of new graduate programs, with a particular emphasis on PhD enrolments consistent with the University and provincial goals.
2. Work with the Vice-President Students to articulate a sophisticated recruitment strategy mindful of graduate program differences and needs which will target the highest quality of graduate student, utilizing all appropriate means, including upgrading the quality and content of Graduate Program Web sites and the Faculty of Graduate Studies homepage.
3. Take a leadership role with the assistance of the offices of the Vice-Presidents Academic and Research and Innovation to enhance the experience and profile of PostDocs at York.
4. With reference to the Faculty of Graduate Studies 2004 comprehensive academic planning document ("Fundamental Values and Emerging Expectations") continue to initiate measures to improve times to completion and retention of graduate students. Work toward removing barriers to successful completion (including initiatives taken to date such as benchmarks and enforced deadlines for having supervisors and supervisory committees in place; maximizing supervisory capacity in programs; enforcing deadlines for proposals, etc.)
5. Development of the Graduate Course Operational Formula for each graduate program, which will define how many courses should be available each year for graduate students to take. Resource Deans and Chairs will be included in these discussions and decisions to ensure a base level of resources for graduate teaching.
6. Work to secure additional sources of funding to increase support for student research.
7. Continue to monitor, assess and ensure quality of graduate programs through the OCGS process.
8. Work with the Associate Vice-President International to enhance international opportunities for graduate students (e.g., cotutelle agreements, internships, exchanges, etc).
9. Work with the Associate Vice-President Academic Learning Initiatives, the Centre for the Support of Teaching and the Career Centre to design appropriate workshops for graduates to assist them in preparing for careers within and outside academe.
10. Improve CIHR scholarship applications and success rates, especially through graduate programs in the Health fields.
11. Review internal FGS administrative structure in order to ensure that FGS provides the best support to its students in light of the new funding program and the unprecedented number of new programs.
12. Improve internal databases, using GEM3 to produce reports for quality assurance and monitoring of students' progress.

FACULTY OF HEALTH

Overview

This is an exciting time in the history of York University's Faculty of Health. In this first year of existence the Faculty had the opportunity to lay the foundation for the future – to set the stage for an innovative and dynamic Faculty that can achieve great results. By building on collective strengths, addressing challenges, and developing new and innovative approaches to research, education and service, the Faculty will make a real difference – locally, nationally and globally.

The new Faculty of Health, with a base budget of approximately $39 million, is comprised of four academic schools/departments (Health Policy & Management; Kinesiology & Health Science; Nursing; Psychology) with almost 9,000 students, 178 tenure-stream and over 200 part-time faculty, and a broad range of campus and community partnerships. One of the initial challenges has been getting to know each other and identifying common ground in terms of collective strengths and challenges.

The inaugural strategic planning process involved consultation with a variety of groups and culminated in a Faculty Retreat held on April 5, 2007 involving approximately 120 individuals. The process began with a strategic assessment of the Faculty and its Units. This involved the identification of strengths and challenges, as well as a review of the changing environment within which the Faculty is working. The five year Strategic Plan (2007-2012) was finalized at the May 18, 2007 Faculty Council meeting. This overall strategic plan provides a framework for the Faculty's evolution over its first 5 years.

VISION

Global leaders in redefining and advancing health and human science.

MISSION

The Faculty's mission is to provide an innovative and supportive environment for learning, teaching and discovery.

- **Research** addresses health and human science at all levels – from molecular to global. It encompasses basic to applied and theory to practice. The Faculty's research builds on both disciplinary depth and inter-disciplinary breadth.
- **Education** includes a full spectrum of lifelong learning opportunities from undergraduate and graduate through to continuing professional development and community-based education.
- **Service** activities engage and support the broader University, local, regional and national communities, and global partners.

Implementation of Objectives for 2006-2007

The Faculty's work during the first year focused on building the Dean's office and transferring faculty, staff and students from the four Units to create a functioning Faculty. This required an immense amount of detailed planning that was especially challenging given that the initial staff in the Dean's office and space took time to establish.

BUILDING THE NEW FACULTY

The first priority was to develop an organizational chart, and facilitate core staff hires. In addition, the Faculty undertook a major 6-month strategic planning process resulting in an Academic Plan with vision and strategic directions over next 5 years. By April 2007, the Faculty established a functioning Faculty Council (new model) including governance and committees. A final priority was to review space needs and secure a new and expanded location for the Dean's office on the 4th floor of the HNES building.

ENHANCING RESEARCH

A Research Task Force was created to identify the Faculty's current strengths, infrastructure needs and performance measures. The research funding baseline for 2006-2007 was determined and targets set for 2007-2008. Considerable time was spent on building academic-community partnerships with the public and private sectors. The Dean and selected faculty met with senior representatives in:

a. Hospitals: 3 York Region; Markham Stouffville Hospital (MSH) re: Jewish Toronto Tomorrow (JTT) initiative, Hospital for Sick Children (HSC) re child health; University Hospital Network (UHN) re nursing research chair

b. Primary care in Markham

c. Central Local Health Integrated Network (LHIN) – Region 8

d. Ontario Agency for Health Protection and Promotion

e. York Region: United Way.

A major accomplishment was completion of the academic and business plans for the Psychology Research and Training Clinic. Finally, the Faculty was successful in an open competition for a $1 million Women's Mental Health Chair funded by the Ontario Women's Health Council.

IMPROVING THE STUDENT EXPERIENCE

An Education Task Force was created to review the Faculty's current needs and priorities for harmonizing programs in the Faculty of Health being transferred from three different faculties (Arts; Atkinson; Science and Engineering). Considerable attention was given to the undergraduate programs:

a. Health Policy & Management: proposal for a joint BAS in Health Administration with Atkinson School of Administration Studies

b. Kinesiology & Health Science: established an undergraduate elective honours thesis course

c. Psychology: revision of Specialized Honours Program such that it will now provide students with the skills and information to pursue graduate studies

d. Created Undergraduate Student Leader advisory group

e. Created Undergraduate Program Director advisory group

f. Established working groups to develop recommendations re: HH general education requirements and HH Science degree structure.

At the graduate level, much attention was given to meeting the enrolment targets that required a considerable stretch, especially for our masters programs.

Also, the Faculty completed proposals and began implementation of three new Graduate Programs:

a. Completed PhD program in Critical Disabilities Studies

b. Completed a proposal for integrative PhD in Health

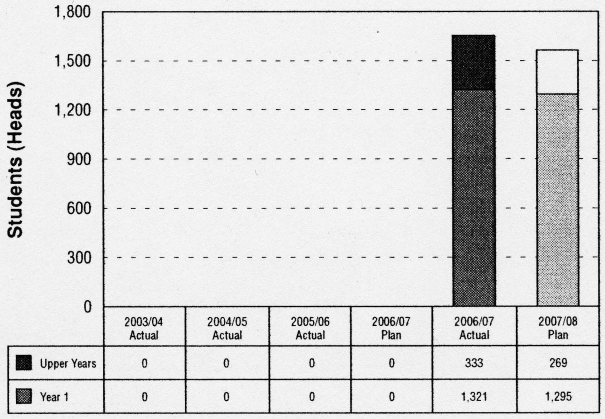
c. Designed 'course only' version of MSc in Kinesiology & Health Science.

Finally, the Faculty was successful in increasing student funding and support. Of particular note is the $2 million donation to establish the Wright Foundation Student Scholarship Program: ($100,000/year for 20 years).

Performance Measures

STUDENTS

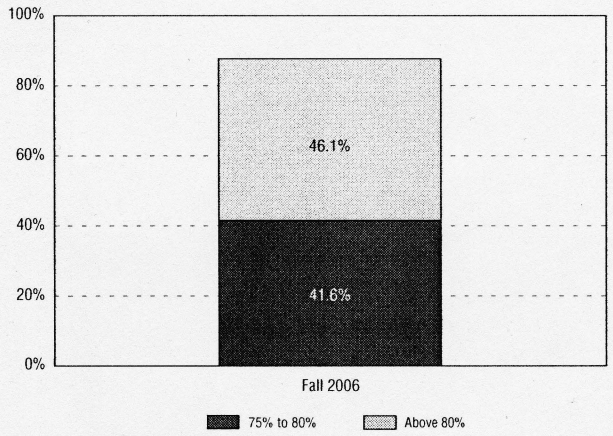
Figure 1: New Eligible Fall Undergraduates on November 1st



	2003/04 Actual	2004/05 Actual	2005/06 Actual	2006/07 Plan	2006/07 Actual	2007/08 Plan
Upper Years	0	0	0	0	333	269
Year 1	0	0	0	0	1,321	1,295

Sources: AVP Academic Resources Planning and Office of Institutional Research and Analysis

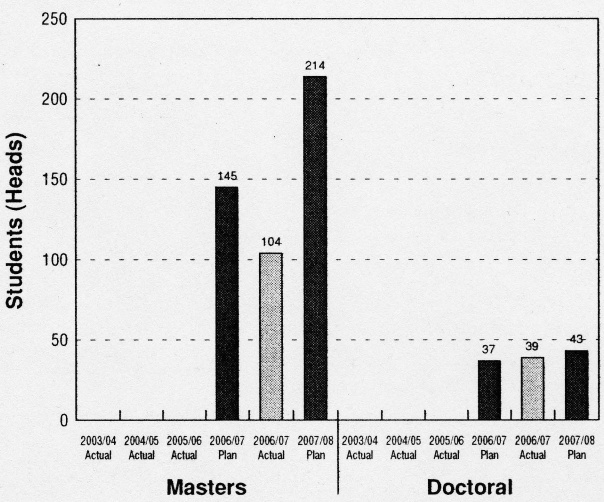
Figure 2: Percentage of New Year 1 Registrants From Secondary School with Entry Average of 75 per cent or Better



Source: Office of Institutional Research and Analysis

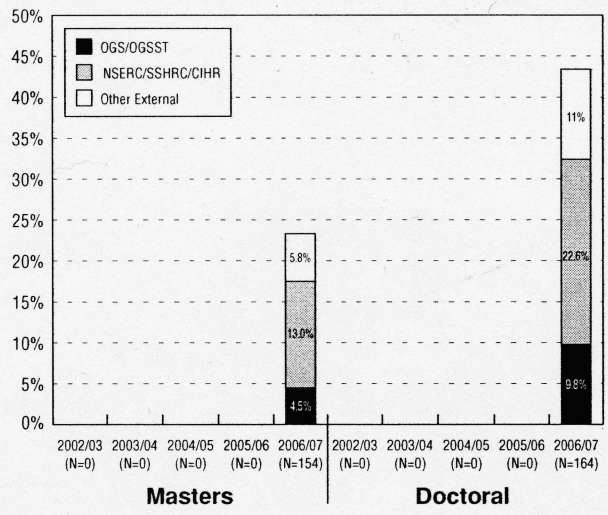
The Faculty of Health enrolled approximately 1650 new students in the 2006-2007 academic year. Approximately 20 per cent were upper year students. The plan for the 2007-2008 academic year is to enroll approximately 1600 students. The Faculty is giving particular attention to increasing the enrolment in the BHS degree program in the School of Health Policy & Management. Close to 88 per cent of the Year 1 registrants from secondary school entered with a GPA of greater than 75 per cent. Thus, the Faculty is attracting and enrolling excellent undergraduate students. A good indicator of the academic quality of the undergraduate students is the fact that this year 1792 (21 per cent) students out of 8373 in total in the Faculty were named to the Honours Academic Merit Achievement List.

Figure 3: Graduate Admissions: Eligible New Graduate Students (Fall Term)



Sources: AVP Academic Resources Planning and Office of Institutional Research and Analysis

Figure 4: Percentage of Full-Time Graduate Students with External Awards



Source: Office of Institutional Research and Analysis

As the Ontario government encouraged universities to increase their graduate enrolment, very ambitious intake targets were set in the Faculty of Health. In the 2006-2007 academic year, the target for new graduate students was 145; the Faculty achieved an enrolment of 104. Part of the shortfall was due to the time taken for recently recruited faculty to establish their research programs and be in a position to supervise graduate students.

The overall target enrolment at the Masters level for 2007-2008 is 190 students. The Faculty's projection is that approximately 180 students will enroll as of November 2007, which represents achievement of approximately 95 per cent of the target. This was accomplished through a number of means including the development of a 'course only' MSc degree program in the School of Kinesiology & Health Science, and by assertive recruitment of students to the Masters program in Critical Disabilities Studies. The target enrolment in doctoral programs is 41 new students and the Faculty is on target to achieve this.

The Faculty's graduate students were competitive in achieving external awards: 23 per cent of full-time masters students and 43 per cent of the full-time doctoral students were successful in this regard. In addition, students were successful in obtaining funding from a broader range of agencies with particular focus in the health field.

FACULTY

Faculty members joining the new Faculty of Health faced several challenges. First, faculty had to get to know each other across the four Units. The strategic planning process, special presentations at Faculty Council and the April 5, 2007 all day Retreat were used effectively for this purpose. Second, a range of policies, procedures and guidelines had to be established while faculty members continued their very busy academic work. This took extra effort and accommodation while things were being put into place. Third, extra effort and innovation was needed to achieve the very ambitious graduate student enrolment targets.

A major effort was directed at the recruitment of new tenure-stream faculty. Eleven searches were successfully completed: six in Psychology, two in Nursing and three in Kinesiology & Health Science including its new Chair. These new faculty members bring outstanding scholarship and teaching potential that will greatly enhance research and graduate education priorities. These recruitments necessitated renovated space and new space along with a substantial investment in research infrastructure, most particularly start-up funds. In addition, three new Contractually Limited Appointments (CLAs) were filled in Nursing.

Figure 5: Tenure Stream Faculty by Home Faculty as of October 1st

Stream	Rank	2005-2006 Probationary	2005-2006 Tenured	2005-2006 Total	2006-2007 Probationary	2006-2007 Tenured	2006-2007 Total
Professorial	Lecturer	0	0	0	4	0	4
		0.0%	0.0%	0.0%	2.6%	0.0%	2.6%
	Assistant Professor	0	0	0	40	5	45
		0.0%	0.0%	0.0%	26.5%	3.3%	29.8%
	Associate Professor	0	0	0	0	58	58
		0.0%	0.0%	0.0%	0.0%	38.4%	38.4%
	Professor	0	0	0	0	31	31
		0.0%	0.0%	0.0%	0.0%	20.5%	20.5%
Alternate	Assistant Lecturer	0	0	0	4	0	4
		0.0%	0.0%	0.0%	2.6%	0.0%	2.6%
	Associate Lecturer	0	0	0	0	7	7
		0.0%	0.0%	0.0%	0.0%	4.6%	4.6%
	Senior Lecturer	0	0	0	0	2	2
		0.0%	0.0%	0.0%	0.0%	1.3%	1.3%
Total Tenure Stream Faculty		**0**	**0**	**0**	**48**	**103**	**151**

Excludes new appointments beginning after Oct 1/06

Source: Office of Institutional Research and Analysis

Figure 6: Faculty Complement

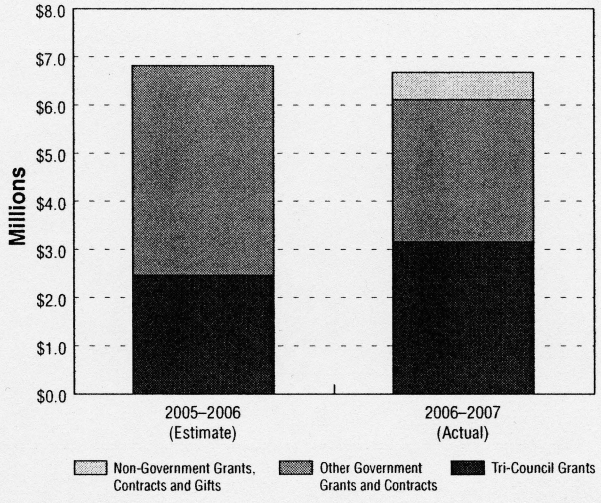
Faculty Data	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08
Full-Time Complement (Home Faculty Heads) @ October 1st						
# of Tenure Stream Faculty					151	-
# of Contractually Limited Appointments					14	-
Total # of FT Faculty					**165**	-
Tenure Stream Appointments (Heads)						
# of Authorized Appointments (New + Carry-forwards) (July 1 to June 30)					1.0	16.0
# of Appointments Made (July 1 to June 30) (* appts made to date)					1.0	11.0*
Departures: Retirements, Resignations & Deaths (May 1 to April 30)					9.0	-
Student/Faculty Ratios (FTEs)						
UG FTEs					5743.7	-
Grad FTEs					328.4	-
Full-Time Faculty FTEs					161.2	-
Full-Time Faculty FTEs (on-site only)					143.9	-
Part-Time FTEs					166.6	-
Total Faculty FTEs(on-site only)					310.5	-
GraduateStudent/Full-Time Faculty FTE					2.0	-
Undergraduate Student/Full-Time (on-site) & Part-Time Faculty					18.5	-

Notes:
a) Full-Time Faculty FTEs includes Tenure Stream, CLAs and SRCs who are not on LTD or Leave Without Pay. It includes those on Sabbatical. These have been adjusted for joint appointments and reduced loads
b) On Site FTEs adjusts for all types of leave including LTD, Paid Leaves, Unpaid Leaves, Sabbaticals and Reduced Loads. These have been adjusted for joint appointments
c) Part Time FTEs includes Teaching Assistants (excluding Marker/Graders), CUPE2, CUPE Exempt, YUFA/OHFA Retirees, YUFA/OHFA Overload
d) Full-time complement is based on an October 1st count. Authorized and appointments made are counted as of July 1st; departures are counted as May 1st. Consequently the difference between appointments and departures will not be equal to the change in the full-time complement counted as of October 1st.

Sources: AVP Academic Resources Planning and Office of Institutional Research and Analysis

RESEARCH

Figure 7: Total Awarded Annual Externally-Sponsored Research Income by Source



Source: Office of the VPR&I

As the inaugural year of the Faculty of Health, much of 2006-2007 was devoted to planning the processes and infrastructure necessary to enhance research and research partnerships. Faculty members were engaged in this planning and were surveyed to determine the types of support that would best meet the needs of Health researchers. In February, Health hired a Director of Research & Partnerships, a Research Administrator, and a Director, Financial & Academic Resources to assist faculty members in finding and applying for research funding.

Research in the Faculty of Health encompasses a broad range of areas and 43 per cent of faculty members hold an external research grant or contract. While researchers hold funding from all Tri-Council agencies (37.7 per cent hold a Tri-Council grant), faculty members in Health have also demonstrated success at attracting research funding from other sources, including government ministries, international funding councils, private foundations, industry contracts, and health organizations. In 2006-2007, the Faculty of Health attracted over $6.6 million in external research funding. This figure forms a useful baseline against which future research income can be measured. Of particular note was the selection of Professor Debra Pepler for the York University Distinguished Professor award, and the success of Professor Douglas Crawford in receiving a Tier I Canada Research Chair. Several junior faculty members were successful in obtaining highly competitive New Investigator Career Awards.

2007-2008 promises to be an active research year for the Faculty of Health with a focus on developing strategic research partnerships and continuing to diversify research funding sources. Proposals are under development to establish several new research Institutes and Centres. Also, the first internal research funding competitions in Health will be held in 2007-2008.

Figure 8: Research Performance 2006-2007

	Performance by Eligible Tri-Council			
	CIHR	NSERC	SSHRC	Total
Performance Measure (Full time faculty members)				
Number of FT faculty members (at Oct. 1st)	56	18	77	151
Number of FT faculty members holding an external grant or contract	27	13	25	65
Percentage of FT faculty members holding an external grant or contract[1]	48.2%	72.2%	32.5%	43.0%
Number of FT faculty members holding a tri-council grant	24	13	20	57
Percentage of FT faculty members holding a tri-council grant[2]	42.9%	72.2%	26.0%	37.7%
Total FT faculty research income from all sources	$4,065,472.26	$1,311,468.00	$1,306,325.40	$6,683,265.66
FT faculty research income intensity[3]	$ 72,597.72	$ 72,859.33	$ 16,965.26	$ 44,260.04
Total FT faculty research income from the tri-councils	$1,817,465.55	$ 401,848.00	$ 765,080.00	$2,984,393.55
FT faculty tri-council research income intensity[4]	$ 32,454.74	$ 22,324.89	$ 9,936.10	$ 19,764.20
Number of tri-council applications by FT faculty members	10	11	9	30
Performance Measure (retirees, adjuncts and others)				
Total research income for retirees, adjuncts and others	$ 0.00	$ 134,771.63	$ 44,094.73	$ 178,866.36
Number of tri-council applications by retirees, adjuncts and others	0	1	0	1

Notes:

1) awards data was obtained from ORS through the RPTS database

2) figures represent dollars awarded (as recorded by ORS) which may not be the same as the actual dollars received; this may lead to discrepancies in the timing/amounts of installments between PBA data and Research Accounting (e-reports) data

3) data does not report the total dollar amount for a grant/contract but the installments that make up a particular award as specified in the award notice

4) data does not include research income that is managed locally but not reported through ORS; the RPTS database captures only research income that is processed through a "500" cost centre account (as defined by Research Accounting); VPRI worked with faculty research officers to report research income that flows through various other cost centres

Source: Office of Research Services and Office of VP Research and Innovation

Budget

The budget for the new Faculty of Health was created effective 01 May 2006 but existed as a "shadow budget" – with administrative support continuing to be provided by the host Faculties – until 01 May 2007. By agreement with the three Deans and with approval from the Vice President Academic, the budget was established – in part – by transferring revenue from each of three host Faculties (Arts; Atkinson; Science & Engineering) sufficient to cover actual Department/School expenses in 2006-2007. (It should be noted that the School of Nursing operates within a complex budget framework that relies on revenue from provincial grants from three different Ministries. This funding arrangement is also transferred to the new Faculty of Health.) These Unit budgets were augmented by a net new base allocation provided to establish and support the Office of the Dean. The general principle was that as activities (enrolments and complement) moved to the new Faculty, the budget associated with those activities would also migrate. As planned, over the coming year, Unit and overhead budgets will be tracked, with the understanding that final reconciliations and adjustments will be concluded by the end of fiscal 2007-2008.

The overall operating budget for the new Faculty is approximately $39 million. The complexities were considerable in finalizing a budget submission for the Faculty's inaugural year of autonomous operation. The Faculty continues to work cooperatively with the host Faculties, and the Office of the Vice-President Academic to navigate financial challenges, particularly in relation to start-up, and infrastructure development costs.

Faculty of Health

	Operating Results by Expense Type		
(Dollars)	2006-2007 Budget	2006-2007 Actuals	2007-2008 Budget
Revenue:			
External cost recoveries	-	418,021	547,029
Internal cost recoveries	-	537,410	147,986
Other revenues	-	565,743	286,011
Central allocations	-	32,577,180	37,161,676
Total Revenue	**-**	**34,098,354**	**38,142,702**
Expenses:			
Faculty – Administration	-	594,669	439,679
Faculty – Full-time	-	16,628,145	17,413,629
Faculty – Contract	-	5,765,934	6,030,645
Teaching assistants	-	2,704,684	2,831,740
Research	-	1,581,924	2,920,726
Support/Administration	-	3,490,004	5,155,922
Other	-	226,203	175,678
Total Salaries and Benefits	**-**	**30,991,563**	**34,968,019**
Operating costs	-	1,830,213	3,189,478
Amortization of capital assets	-	-	-
Cost of goods sold	-	251,400	196,117
Taxes and utilities	-	202,955	200,324
Scholarships & bursaries	-	228,863	18,888
Interest on long-term debt	-	-	-
Total Expenses	**-**	**33,504,994**	**38,572,826**
Total Revenue less Expenses	**-**	**593,360**	**(430,124)**
Previous Year's Carryforward	**-**	**136,275**	**729,635**
Carryforward to Next Year	**-**	**729,635**	**299,511**

Five Strategic Priorities for 2007-2008

The Faculty's efforts over the next year will focus on five key directions that were developed as part of its strategic planning process. Detailed plans are being developed and implemented within each of the four Units and these will be integrated with plans and actions at the Dean's (Faculty) level.

FACULTY OF HEALTH FIVE YEAR STRATEGIC PLAN 2007-2012

A. Enhancing the Student Experience

- Develop new experiential education opportunities including ways for students to work in communities and to experience future professions
- Improve educational quality and delivery of teaching (e.g. review class sizes)
- Provide enhanced support for students, including career and graduate school counseling and financial support
- Explore new modes of program and course delivery (e.g. how and when courses are offered)
- Create defining experiences for all Faculty of Health students (e.g. an overview course in integrative health issues, unique community experiences)
- Enable more student-faculty formal and informal interaction (e.g. mentorships and lunchtime discussions)
- Enhance the student voice in the Faculty (e.g. through support for student associations).

B. Generating Innovative Research that Makes a Difference

- Enhance research infrastructure and support within the Faculty – in cooperation with the University's Office of Research Services
- Build specialized research partnerships with local and provincial organizations: e.g. Central Region LHIN (Local Health Integration Network), hospitals, schools, primary health care, provincial ministries and agencies
- Enhance innovative inter-disciplinary and discipline-specific research that addresses priority local and global needs
- Explore new approaches to knowledge exchange, transfer, dissemination and mobilization
- Identify emerging trends and research opportunities, and support responses to them
- Expand the range of research funders and partnerships: e.g. biotechnology and information & communication technology sectors, foundations, government ministries.

C. Connecting with Communities – Local to Global

- Develop new and innovative partnerships with a diverse array of communities and special populations
- Build on linkages within the Faculty, with York's existing Centres (e.g. Centre for Vision Research, Institute for Health Research), and with research partners in other faculties
- Enhance external communications and marketing efforts
- Develop international partnerships in strategic locations for enhancing our research and education
- Sustain and extend existing community partnerships
- Develop and maintain connections with alumni.

D. Developing Faculty & Staff

- Support ongoing professional development and growth for full and part-time faculty and staff
- Create new means of enabling intellectual exchange among faculty members
- Address concerns related to equitable workload within and across Units
- Enhance internal communications and cooperation
- Develop a mentorship program for new faculty members and staff.

E. Building Key Support Resources

- Develop expanded and improved spaces for research and teaching
- Lay the groundwork for the development of a new building
- Expand our alternate revenue streams (e.g. partnerships, self-funded)
- Access appropriate equipment and technology
- Review and enhance organizational structures and processes to support strategic directions
- Develop a comprehensive advancement strategy, including guidelines for fundraising, relationship development
- Develop a communications strategy for broad-based understanding of the Faculty's vision, mission, values and strategic directions.

OSGOODE HALL LAW SCHOOL

Overview

Osgoode Hall Law School was founded in 1889 by the Law Society of Upper Canada, and became affiliated with York University in 1968. Osgoode offers a three-year Bachelor of Laws (LLB) Program; a thesis-stream Graduate Program leading to Master of Laws (LLM) or Doctor of Philosophy (PhD) degrees; and a part-time, non-thesis stream LLM through Osgoode Professional Development (OPD). OPD also offers a variety of non-credit Continuing Legal Education courses for those who wish to enhance their understanding of the law. Associated with Osgoode is its Law Library, the largest law library in the Commonwealth and a recognized leader in Canadian legal research.

Report on Implementation of Objectives

The Law School's goal in 2006-2007 was to continue with the implementation of the strategic initiatives set out in the Plan for the Law School 2006-2010: Making a Difference. Significant progress was made in that regard.

In particular, the Law School embarked on an intensive process of research and reflection about changes in legal education and practice internationally, resulting in a comprehensive reform of the first-year LLB curriculum that will be implemented in September 2007. Incorporating legal ethics and professional responsibility into the curriculum is one of the central features of this reform, which will include a new course on Ethical Lawyering in a Global Community. Osgoode also introduced a Public Interest Requirement – the first such program in a Canadian law school – that stresses the importance of an ethic of public service by obliging LLB students to complete a total of 40 hours of practical, law-related public interest work as a condition of graduation.

In addition, the Law School adopted a new Admissions Policy in 2006-2007 that addresses its goals of excellence and equity. This is the first major change in Osgoode's admissions policy and procedure since the 1980s and it incorporates best practices in law school admissions from leading law schools across North America. The new policy combines the existing four categories of admission – Regular, Special, Access and Mature – into one General category, and also retains an Aboriginal category of admission into the Law School. Admission decisions will be based on a holistic set of criteria including undergraduate Grade-Point Average (GPA) and the Law School Admission Test (LSAT) as well as other relevant factors.

In the past year, the Law School continued to increase and strengthen its full-time faculty and also appointed its first two named Chairs: Professor Cynthia Williams as the Osler Chair in Business Law for a two-year term and Edward J. Waitzer as the Jarislowsky Dimma Mooney Chair in Corporate Governance (in conjunction with Schulich School of Business) for a three-year term.

As well, the Law School became home to the new Law Commission of Ontario, signed an agreement with New York University School of Law for a new LLB/LLM Program (a companion agreement to the LLB/JD Program with NYU), and held the third Raoul Wallenberg International Human Rights Symposium.

The Law School also saw a 38 per cent revenue increase in the Osgoode Professional Development Program to almost $5m in revenue, with net return to the Law School of more than $640k.

Performance Measures

1. ENROLMENTS, STUDENT QUALITY & EXPERIENCE

Bachelor of Laws (LLB) Program

Osgoode's annual student enrolment target in the LLB Program is 870 students. In 2006-2007, enrolment figures showed 876.7 students (LLB alone) and 903 students (LLB and LLB/MBA combined).

The Law School continued to use its large scholarships for incoming students (Halletts, Howlands, Bogoroch) as a means of attracting the strongest students. As well, the Law School enhanced its student recruitment efforts by creating a multimedia recruitment CD-ROM that was included in the offer packages to prospective LLB students and used at recruitment fairs; increasing national participation in the Third Annual Osgoode Cup National Undergraduate Mooting Competition with teams from British Columbia and New Brunswick; and nurturing relationships with two high schools that participate in the Teen Osgoode Program for Secondary Schools (TOPSS), a mentoring program that connects law students to high school students.

As stated earlier in this report, significant reforms were made to the first-year LLB curriculum, which will be implemented in September 2007. A new Admissions policy and procedure was also adopted, which will take effect starting with students who apply to the LLB Program in the fall of 2008 for the 2009-2010 academic year.

Osgoode also participated for the third consecutive year in the Law School Survey of Student Engagement (LSSSE), which collected information this year from 27,000 students at 79 law schools across the U.S. and Canada about the nature of their law school experiences. Fifty-eight per cent of Osgoode students participated in the 2007 survey, compared to 58.05 per cent in 2006 and 51.6 per cent in 2005.

In addition, the Law School's Standing Committee on Teaching and Learning organized the second Osgoode Course Design Institute (OCDI). The one-day workshop, which was held at the Law School in May 2007, allowed a large number of the full-time faculty to explore innovation in teaching and learning.

Graduate Program in Law

Osgoode's strategic plan identifies the strengthening of its Research Stream Graduate Program in Law as a key priority over the 2006-10 period. Consistent with the University Academic Plan (UAP), the School has significantly increased enrolment in the Research Stream Graduate Program while maintaining the quality of admitted students; increased the tenured faculty complement available to supervise research stream graduate students; developed a more coherent and distinctive set of graduate course offerings; and fashioned a distinct mandate for the Research Stream Graduate Program.

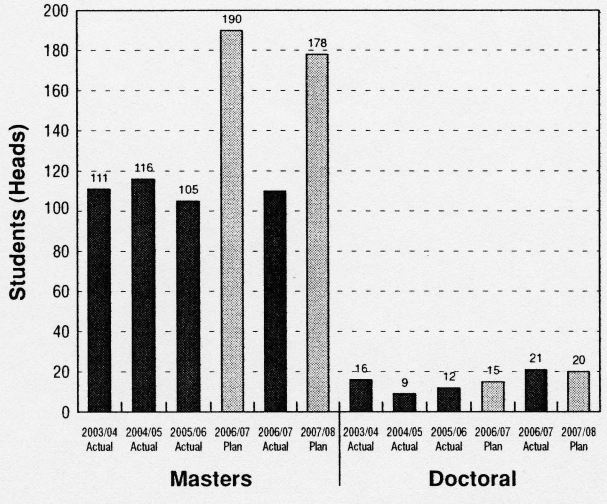
In 2006-2007, there were 52 students including Visa students enrolled in the Research Stream Graduate Program. The enrolment target for new Doctor of Philosophy (PhD) students was 26, and the actual number of new admits was 24, bringing total overall enrolment in the PhD Program to 80. The enrolment target for new Master of Laws (LLM) students was 21, and the actual number of new enrolments was 24, for a total overall LLM enrolment of 44.

Completion rates in the Research Stream Graduate Program remain strong, with 30 students – 13 PhD and 17 LLM – completing their degree requirements in 2006-2007.

The first year of the use of Study Groups in the Graduate Program, which are designed to provide an intellectual anchor and promote a sense of community among graduate students, proved to be a success. Each of the five Study Groups – consisting of 20 sessions of two hours, offered over two semesters – had an experienced discussion leader, and approximately 15 students.

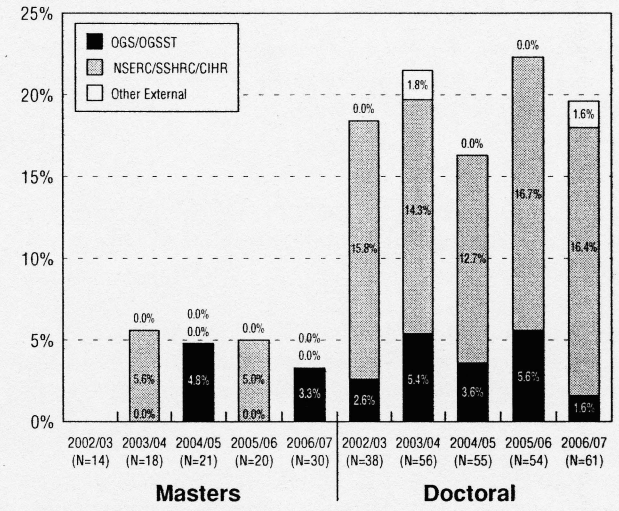
In the coming year, the Research Stream Graduate Program will turn its attention to how it can increase enrolment of international students.

Figure 1: Graduate Admissions: Eligible New Graduate Students (Fall Term)



Sources: AVP Academic Resources Planning and Office of Institutional Research and Analysis

Figure 2: Percentage of Full Time Graduate Students with External Awards



Source: Office of Institutional Research and Analysis

Osgoode Professional Development (OPD)

Osgoode Professional Development (OPD) operates out of its own centre in downtown Toronto and offers 15 specialized two-year, part-time LLM Programs that run on varying cycles, as well as Continuing Legal Education courses. The Part-time LLM Program is unique in Canada.

The year 2006-2007 was one of exciting growth for OPD. A number of new initiatives came to fruition, and others were launched that will be implemented in 2007-2008. Revenue grew by 38 per cent this year, on top of 25 per cent revenue growth in 2005-2006. After two years of financial losses, OPD made a net contribution of $640 thousand in 2006-2007.

Part-time LLM Program

A total of 413 students were enrolled in the Part-time LLM Program in 2006-2007.

Of that number, 195 new students enrolled in the eight Part-time LLM Programs that commenced in 2006-2007, namely Alternative Dispute Resolution, Family Law, Criminal Law, Civil Litigation, Health Law, Municipal Law, Constitutional Law, and General. Family Law and Municipal Law are new programs and have been very well-received. In addition, 218 students returned to complete second-year course requirements or major research papers.

Strengthening the Part-time LLM Program in 2006-2007 involved increasing marketing through information sessions and promotional campaigns; increasing academic oversight, such as through the creation of a Graduate Studies Committee for the Professional Stream LLM, and creatively using instructional technology and distance education to reach a wider population. Program requirements were also changed in most of the specializations this year, with students now permitted to fulfill research requirements by doing a research paper or papers as part of their coursework, rather than an independent major research paper.

In early 2007, Senate approved a new LLM specialization designed for students from abroad with an undergraduate law degree who wish to undertake studies in International Business.

Recruitment efforts thus far have been focused on China and South America, and the first intake of 15 to 20 students is planned for July 2008.

Non-Credit Continuing Legal Education

From May 1, 2006 to April 30, 2007, OPD presented 70 days of non-credit continuing legal education programming with a total of 2,640 attendees.

The non-credit programs ranged from one day conferences to the unique eight-day Intensive Trial Advocacy Workshop. Offerings to both lawyers and non-lawyers were expanded. There were also a number of programs directed exclusively at non-lawyers.

OPD's first-ever program held outside Ontario took place in January 2007. A one-day conference on Search and Seizure Law in Canada, plus an additional day of warrant-drafting workshops, was held in Calgary and attracted 230 participants.

2. FACULTY SEARCHES AND STUDENT/FACULTY RATIO TRENDS

Osgoode's full-time faculty complement as of October 1, 2006 was 52. In 2006-2007, four new tenure stream faculty members were appointed. In addition, the Law School appointed its first two named Chairs: the Osler Chair in Business Law and the Jarislowsky Dimma Mooney Chair in Corporate Governance (in conjunction with Schulich School of Business). The Law School also appointed a Visiting Professor of Public Interest Law for a two-year term who will help to develop and implement the School's new Public Interest Requirement. Also in 2006-2007, the University appointed Osgoode Professors Mary Jane Mossman and C. Kent McNeil as University Professor and Distinguished Research Professor, respectively.

3. RESEARCH

Osgoode faculty members were successful in their efforts to obtain research funding in 2006-2007, particularly the SSHRC award of the prestigious Bora Laskin Fellowship to Professor Mary Jane Mossman, but their success was not as strong this year as it has been in recent years. There are two general reasons for this – the overall national success rate for SSHRC applications was lower in 2006-2007 than in previous years and Osgoode's success in previous years means that many of its top researchers were already in receipt of funding and, therefore, were not applicants this year.

Nevertheless, the overall figures for the past year remained impressive in that Osgoode currently has 21 faculty with grants and contracts, 17 faculty with Tri-Council grants, four faculty with other government grants, and three faculty with non-government grants. Total new external research funding for 2006-2007 was $970,109.

In 2006-2007, according to the School's best available information, the faculty maintained its publishing pace with 14 published books, and more than 75 articles and chapters in books. The Banking and Finance Law Review, the Canadian Journal of Women and the Law, the German Law Journal and the Osgoode Hall Law Journal are legal periodicals based in or published at Osgoode. In addition, Osgoode launched TheCourt.ca, a blog providing timely commentary on decisions of the Supreme Court of Canada.

In order to take the next steps forward in consolidating and confirming Osgoode's reputation as a world-class research centre, there is a need to broaden still further the circle of those who are actively seeking funding and who are disseminating their work in the most prestigious academic circles. As part of the orientation for new faculty, there will be an emphasis placed on the responsibilities of research and the possibilities for funding.

Figure 3: Tenure Stream Faculty as of October 1st

Stream	Rank	2005-2006 Probationary	2005-2006 Tenured	2005-2006 Total	2006-2007 Probationary	2006-2007 Tenured	2006-2007 Total
Professorial	Lecturer	0	0	0	0	0	0
		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
	Assistant Professor	6	0	6	7	0	7
		12.2%	0.0%	12.2%	13.5%	0.0%	13.5%
	Associate Professor	0	25	25	0	26	26
		0.0%	51.0%	51.0%	0.0%	50.0%	50.0%
	Professor	0	18	18	0	19	19
		0.0%	36.7%	36.7%	0.0%	36.5%	36.5%
Alternate	Assistant Lecturer	0	0	0	0	0	0
		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
	Associate Lecturer	0	0	0	0	0	0
		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
	Senior Lecturer	0	0	0	0	0	0
		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Total Tenure Stream Faculty		**6**	**43**	**49**	**7**	**45**	**52**

Excludes new appointments beginning after Oct 1/06

Source: Office of Institutional Research and Analysis

Figure 4: Faculty Complement

Faculty Data	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08
Full-Time Complement (Home Faculty Heads) @ October 1st						
# of Tenure Stream Faculty	50	53	53	49	52	-
# of Contractually Limited Appointments	3	4	0	3	1	-
Total # of FT Faculty	**53**	**57**	**53**	**52**	**53**	-
Tenure Stream Appointments (Heads)						
# of Authorized Appointments (New + Carry-forwards) (July 1 to June 30)	4.0	4.0	1.0	1.0	9.67	6.50
# of Appointments Made (July 1 to June 30) (* appts made to date)	2.0	3.0	1.0	0.0	8.67	4.0*
Departures: Retirements, Resignations & Deaths (May 1 to April 30)	0.0	2.0	3.0	3.0	4.75	-
Student/Faculty Ratios (FTEs)						
UG FTEs	887.4	882.9	884.4	894.3	939.0	-
Grad FTEs	66.6	78.5	85.3	74.7	86.6	-
Full-Time Faculty FTEs	51.5	53.6	52.8	51.1	52.2	-
Full-Time Faculty FTEs (on-site only)	47.0	47.5	44.8	43.2	47.3	-
Part-Time FTEs	16.4	13.3	8.6	18.3	16.9	-
Total Faculty FTEs(on-site only)	63.4	60.8	53.4	61.5	64.2	-
GraduateStudent/Full-Time Faculty FTE	1.3	1.5	1.6	1.5	1.7	-
Undergraduate Student/Full-Time (on-site) & Part-Time Faculty	14.0	14.5	16.6	14.5	14.6	-

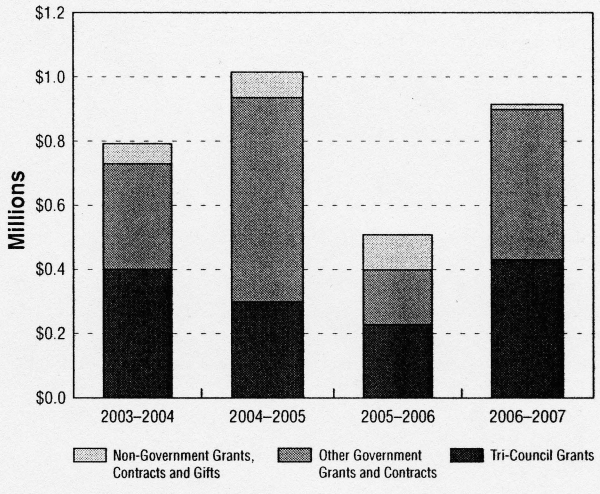
Notes:
a) Full-Time Faculty FTEs includes Tenure Stream, CLAs and SRCs who are not on LTD or Leave Without Pay. It includes those on Sabbatical. These have been adjusted for joint appointments and reduced loads
b) On Site FTEs adjusts for all types of leave including LTD, Paid Leaves, Unpaid Leaves, Sabbaticals and Reduced Loads. These have been adjusted for joint appointments
c) Part Time FTEs includes Teaching Assistants (excluding Marker/Graders), CUPE2, CUPE Exempt, YUFA/OHFA Retirees, YUFA/OHFA Overload
d) Full-time complement is based on an October 1st count. Authorized and appointments made are counted as of July 1st; departures are counted as May 1st. Consequently the difference between appointments and departures will not be equal to the change in the full-time complement counted as of October 1st.

Sources: AVP Academic Resources Planning and Office of Institutional Research and Analysis

Osgoode instigated a name change and change of mandate for one of its three research centres in 2006-2007. Of special concern to the newly named Jack and Mae Nathanson Centre on Transnational Human Rights, Crime and Security will be the study of terrorism and counter-terrorism, but it will also look at other issues and concerns related to a variety of transnational phenomena that are changing and challenging society, law and governance. In 2006-2007, Osgoode's Institute for Feminist Legal Studies, among other things, continued its highly successful seminar series, "Feminist Fridays," with participating faculty members and graduate students from Osgoode, other York faculties, and other universities. The Institute also organized the inaugural Barbara Betcherman Distinguished Visitorship at Osgoode with Professor Nicola Lacey of the London School of Economics as the first Visitor.

Osgoode continued to offer a wide range of exchange possibilities with prestigious foreign universities with 26 Osgoode students travelling abroad in 2006-2007, and 34 in-coming exchange program students. Osgoode also offered two summer exchange programs, one in Prato, Italy (in conjunction with Monash University) and the other at Hebrew University in Jerusalem.

Figure 5: Total Awarded Annual Externally-Sponsored Research Income by Source



Source: Office of Research Services/Office of VP Research & Innovation

Budget

The budget of Osgoode Hall Law School is allocated in support of its core teaching, learning and research mission. In 2006-2007, Osgoode budgeted $18.9 million in Total Revenue and $19.2 million in Total Expenses, with a negative Net Balance of $265 thousand. Actual Total Revenue came in at $19.9 million or 5.3 per cent higher than budgeted resulting from one-time-only new tuition revenue allocation approved by the UEC, successful grant applications and an increase in restricted donations. As part of the Vice-President Academic's long-term debt reduction strategy, a one-time-only allocation of $500 thousand was also made to the School. On expenses, Total Salaries and Benefits was on budget at $15.9 million. While Total Expenses was at $19.9 million or 3.6 per cent higher than initial budget, it was offset by the increase in revenue received, allowing Osgoode to achieve a positive Net Balance of $44 thousand.

For 2007-2008, Total Revenue is budgeted at $19.7 million, with Total Expenses at $20.2 million, resulting in a negative Net Balance of $517 thousand. Due to the new tuition allocation model, the School is expected to receive net new revenue of only $395 thousand. Also reflected in the budget is the recruitment cost of 5.5 new faculty members, including the Osler Chair in Business Law and the Jarislowsky Dimma Mooney Chair, which the School shares with Schulich School of Business.

The negative carry forward accumulated over the past number of years is the result of an investment in complement, alumni and development activity that will be managed over the next few years through plans developed by the School and approved by the Vice President Academic and Vice President Finance & Administration.

Osgoode Hall Law School

(Dollars)	Operating Results by Expense Type 2006-2007 Budget	2006-2007 Actuals	2007-2008 Budget
DEGREE			
Revenue:			
External cost recoveries	1,328,668	1,353,951	1,154,700
Internal cost recoveries	243,734	407,996	213,462
Other revenues	985,375	1,025,808	923,875
Central allocations	16,355,550	17,124,526	17,434,127
Total Revenue	**18,913,327**	**19,912,281**	**19,726,164**
Expenses:			
Faculty - Administration	42,000	42,000	44,400
Faculty - Full-time	8,000,549	8,786,948	8,587,082
Faculty - Contract	326,944	354,971	409,444
Teaching assistants	139,582	195,406	148,394
Research	2,040,454	1,399,860	1,275,493
Support/Administration	5,159,159	5,001,077	5,574,901
Other	50,700	86,803	35,250
Total Salaries and Benefits	**15,759,388**	**15,867,065**	**16,074,964**
Operating costs	2,548,026	3,028,472	3,281,978
Amortization of capital assets	-	-	-
Cost of goods sold	457,500	603,762	518,500
Taxes and utilities	124,050	135,379	124,550
Scholarships & bursaries	289,000	233,155	243,504
Interest on long-term debt	-	-	-
Total Expenses	**19,177,964**	**19,867,833**	**20,243,496**
Total Revenue less Expenses	**(264,637)**	**44,448**	**(517,332)**
Previous Year's Carryforward	**(7,188,106)**	**(7,188,106)**	**(7,143,658)**
Carryforward to Next Year	**(7,452,743)**	**(7,143,658)**	**(7,660,990)**
NON-DEGREE			
Total Revenue less Expenses	**175,289**	**641,814**	**404,561**
Previous Year's Carryforward	**651,634**	**651,634**	**1,293,448**
Carryforward to Next Year	**826,923**	**1,293,448**	**1,698,009**

Figure 6: Research Performance 2006-2007

	Performance by Eligible Tri-Council CIHR	NSERC	SSHRC	Total
Performance Measure (Full time faculty members)				
Number of FT faculty members (at Oct. 1st)	2	0	50	52
Number of FT faculty members holding an external grant or contract	1	0	20	21
Percentage of FT faculty members holding an external grant or contract[1]	50.0%	0.0%	40.0%	40.4%
Number of FT faculty members holding a tri-council grant	1	0	16	17
Percentage of FT faculty members holding a tri-council grant[2]	50.0%	0.0%	32.0%	32.7%
Total FT faculty research income from all sources	$33,500.00	$0.00	$936,609.00	$970,109.00
FT faculty research income intensity[3]	$16,750.00	$0.00	$ 18,732.18	$ 18,655.94
Total FT faculty research income from the tri-councils	$18,500.00	$0.00	$461,501.00	$480,001.00
FT faculty tri-council research income intensity[4]	$ 9,250.00	$0.00	$ 9,230.02	$ 9,230.79
Number of tri-council applications by FT faculty members	0	0	8	8
Performance Measure (retirees, adjuncts and others)				
Total research income for retirees, adjuncts and others	$ 0.00	$0.00	$ 0.00	$ 0.00
Number of tri-council applications by retirees, adjuncts and others	0	0	0	0

Notes:

1) awards data was obtained from ORS through the RPTS database

2) figures represent dollars awarded (as recorded by ORS) which may not be the same as the actual dollars received; this may lead to discrepancies in the timing/amounts of installments between PBA data and Research Accounting (e-reports) data

3) data does not report the total dollar amount for a grant/contract but the installments that make up a particular award as specified in the award notice

4) data does not include research income that is managed locally but not reported through ORS; the RPTS database captures only research income that is processed through a "500" cost centre account (as defined by Research Accounting); VPRI worked with faculty research officers to report research income that flows through various other cost centres

Source: Office of Research Services and Office of VP Research and Innovation

Osgoode administers an extensive student financial assistance program for its students. This is derived from (i) income from an endowment fund that has been raised from private donors and now exceeds $20 million, and (ii) a holdback of a portion of the deregulated portion of tuition. In 2006-2007, over $3.4 million was provided to law students in the form of scholarships, awards, bursaries and prizes.

With respect to non-degree programs, Osgoode Professional Development (OPD) budgeted a Net Balance of $175 thousand for 2006-2007. Actual Net Balance came in at $642 thousand or 256.7 per cent over initial budget. This overage primarily reflects the successful and well-attended non-degree programs developed and delivered over the past year that brought in higher than planned External Cost Recoveries, in addition to Operating Cost savings.

For 2007-2008, OPD is budgeting a positive Net Balance of $405 thousand. However, OPD is in the process of securing a new 10-year lease as its current lease at 1 Dundas Street West in Toronto expires at the end of 2007. It is anticipated that OPD will move from its current location and undertake leasehold improvements. Not reflected in the 2007-2008 budget is the $1.4 million estimated cost of this undertaking, and subject to approval, the existing carry forward will be used to fund this initiative.

Priorities for 2007-2008

The following priorities for Osgoode have been identified for 2007-2008:

1. Continue fund raising in order to raise sufficient money to begin construction, subject to the approval of York's Board of Governors, in June 2008 of the renovation and expansion of the Law School building.
2. Continue to implement the strategic initiatives outlined in Plan for the Law School 2006-2010: Making a Difference, with a view to completing most of the major initiatives by the end of the 2007-2008 academic year.

SCHULICH SCHOOL OF BUSINESS

Overview

York's Schulich School of Business offers two undergraduate degrees (the BBA and the iBBA), several master's degrees (the MBA, IMBA, MPA, MBA/LLB, MBA/MFA, and an EMBA offered jointly with Northwestern University's Kellogg School of Management), and a PhD in Administration within which there are six approved fields. The MBA includes concentrations in the major functional areas of management and in sector-specific concentrations including financial services, real property management, nonprofit management and leadership, and arts and media management, as well as specialization options that deal with themes such as entrepreneurial studies, international business, and business and sustainability. In addition to degree programs based in Schulich, the School also offers an extensive array of non-degree courses, primarily through the Schulich Executive Education Centre. During the 2006-2007 academic year, the Schulich School marked its fortieth anniversary with a number of special events.

MISSION

The mission of the Schulich School of Business is threefold:

- to generate and disseminate new knowledge on management and leadership;
- to shape the future of management by preparing men and women by enabling them to provide leadership in a changing world;
- to achieve and to be recognized for excellence nationally and internationally.

The School has pursued this mission by emphasizing three themes – globalization, innovation, and diversity – as imperatives that must be met for Schulich to advance its mission. In each of these dimensions, an emphasis on continuing quality improvement is central to the Schulich School's mission.

Globalization is most clearly reflected by the School's establishing an International MBA (IMBA) and an International BBA (iBBA), but also pervades the curriculum of all undergraduate and master's degree programs. Schulich has established reciprocal student exchange agreements with some 70 universities around the world. *Innovation* is pursued in many forms, both with the existing curriculum and in the continuing initiatives that provide new opportunities and meet new needs. Recent additions include the creation of a new free-standing diploma in Financial Engineering and the increasing range of non-degree educational opportunities offered through Schulich's Executive Education Centre. The central role of *diversity* in the School's activities is reflected in many dimensions that term suggests. Key reflections are the range of choices and foci in the undergraduate and degree program electives, the varied personal backgrounds – gender, race, and ethnicity – of our students, our faculty and our staff, to the emphasis on understanding diversity in our curricular offerings. Women represent a larger portion of our student bodies and tenure stream complement than is the norm for business schools in general, and international students represent a significant part of Schulich's MBA student body.

Schulich Goals and Performance Indicators

The mission of the School articulated above embodies its overall goals and the three themes reflect the School's judgements made about how those goals can best be pursued. The Schulich School below treats quantitative measures as indicators of success rather than as objectives. Clear and unambiguous indicators are useful to overall evaluation, but such quantitative indicators make their most useful contribution if they are understood in context and interpreted with reference to the qualitative objectives that define our direction.

The Schulich School's goals are aligned with many elements with current and recent University Academic Plans. Particularly strong areas of congruence are the importance of graduate and professional programs, the importance of internationalization, the integration of technology into the teaching and learning process and improving performance in research and innovation.

To illustrate the range of facts that are helpful in assessing performance, the importance of internationalization is reflected in the Schulich School's activities and accomplishments for more than fifteen years. In addition to the degree programs that stress the centrality of international issues, the School has created extensive international exchange opportunities for our students that see some 250 students studying abroad each year and a similar number coming to York, the involvement of the School with various international bodies articulate the School's active involvement in the international sphere. Schulich is an active member of PACIBER (Pacific Asian Consortium for International Business, Education and Research) and hosted its annual conference in Summer 2005); PIM (Partners in International Management), whose annual conference was hosted at Schulich in November 2006, efmd (European Foundation for Management Development); and the AIB (Academy of International Business). The School is also a member of other international business school bodies, including the AACSB (the major North American association) and CLADEA (the major Latin American-based association of business schools). The changing composition of the faculty and student body also reflects the School's heavy emphasis on internationalization. Schulich's collaboration with Northwestern University's Kellogg School of Management in offering North America's first cross-border executive MBA program is also an important example of the School's international orientation and involvement.

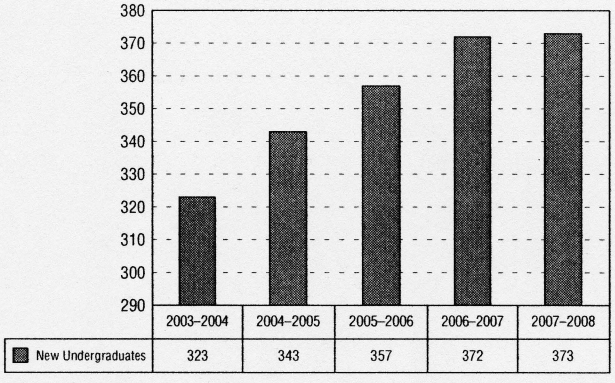
TEACHING PROGRAMS AND STUDENTS

The Schulich School of Business offers an extensive range of degree programs, and an increasing range of non-degree programs. The undergraduate degrees that York offers through Schulich are the BBA and the iBBA (International BBA). At the master's level, the degrees include the MBA, the IMBA (International MBA) and the MPA. The MBA is offered in three modalities: as a full-time program; as a program which may be taken part-time; and in the form of the Kellogg-Schulich Joint EMBA. Schulich also offers a Ph.D., with six approved fields in which doctoral studies can be concentrated.

UNDERGRADUATE PROGRAMS

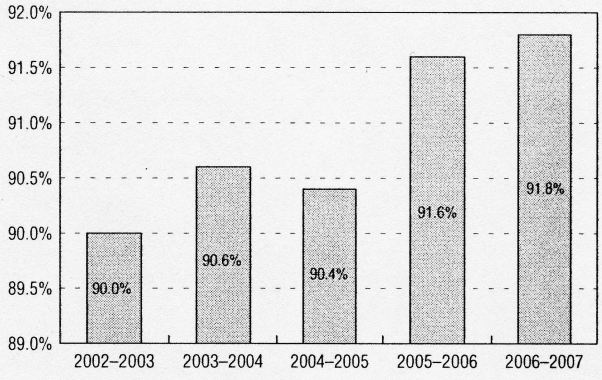
An exceptional student body combined with programs of study to challenge and develop their potential has resulted in an overall result of which Schulich and York can be proud. Strong application numbers and a highly qualified applicant pool have resulted in an excellent cohort of students, as illustrated below. The graph in Figure 1 shows the numbers of students who have entered the Schulich based BBA and iBBA programs since 2003, including an early Fall value for the 2007-2008 academic year. The ratio of applicants to students enrolled has ranged between 12 and 15 applicants for each student who enrolls in the 1st year of the BBA or iBBA. As a result the strong interest in our programs and an increasing self-selection in the applicant pool, the mean high school GPA has increased from 90.0% in the early part of the decade to 91.8% in 2006-2007, with all new students during that period having had high school averages above 80%.

Figure1: Admissions: New Eligible Undergraduates on November 1st



Source: AVP Academic Resources Planning and Office of Institutional Research and Analysis

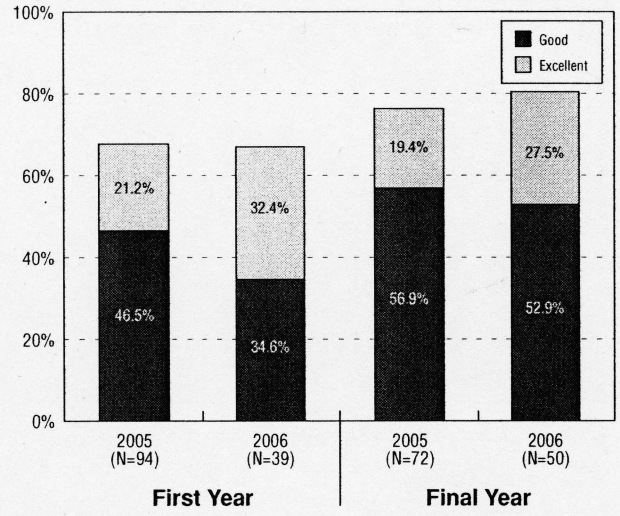
Figure 2: Mean High School Grade Average for Entering Schulich – Undergr5aduate Cohorts



Sources: Office of Institutional Research and Analysis, Schulich Division of Student Services and International Relations

The National Survey on Student Engagement provides information collected from students enrolled in Schulich based undergrad programs (the BBA and the iBBA) in 2005 and 2006, reflecting the views of students in the first year and in their fourth (and final year) of study. Such data will have increased value when tracked over time with appropriate sample sizes. The data already available (see Figure 3) are positive in that at least three out of four Schulich students' responses reflected 'good' or 'excellent' overall evaluations of their educational experience, that the characterization of that experience is stronger for students who are in their fourth year of studies, and that the proportion of those saying 'Excellent' is increasing over the two years. The data do have some limitations, however. In addition to the benefit of future time-series possibilities, it is also true Schulich-based undergraduates take some forty percent of their program in Faculties other than Schulich. Survey data collected for the recent UPR indicated that Schulich students tend to rate their Schulich courses more highly than their other courses. Thus, these National Survey data for Schulich students therefore blend educational experiences specific to Schulich with experiences elsewhere at York, making inferences about the Schulich-taught part of their programs somewhat difficult.

Figure 3: National Survey of Student Engagement: "How would you evaluate your student experience?"



Source: National Survey of Student Engagement and the Office of Institutional Research and Analysis

GRADUATE PROGRAMS

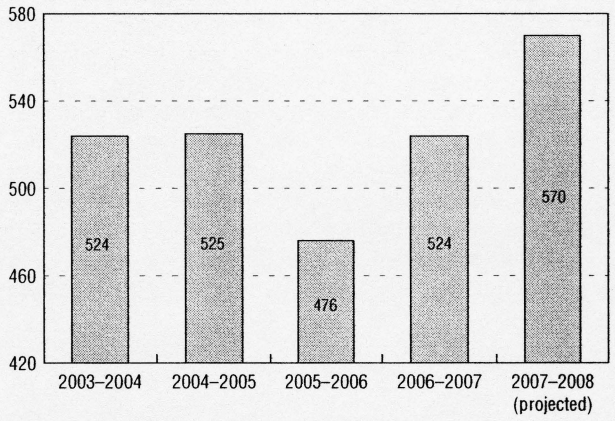
The Schulich School of Business offers a large range of graduate programs at the master's level, as well as a PhD program. The size of its MBA program, in particular, allows the School to offer an unparalleled depth and breadth of elective offerings.

Master's Programs

MBA Program

The MBA has long been the flagship degree of the Schulich School. Today, the Schulich MBA is the largest MBA program in Canada with some 585 full-time and 500 part-time students enrolled in 2006-2007 in its various modalities (full-time, part-time, EMBA). The MBA program's size allows it to offer over 130 different elective courses, many in multiple sections, permitting great flexibility for students to tailor their program to their specific interests and career objectives. The Schulich School has steadily increased and sustained admission requirements over recent years. During that period there has been a substantial general decline in MBA applications across North America. Schulich's pattern from 2003 through 2006 (see Figure 4) is noteworthy in the extent to which it was successful in minimizing the numerical impact of the general trend while sustaining student quality. The general decline in MBA applications in North America was a challenge for all MBA programs. Through a diversified set of study modes (full-time, part-time at various locations and times) and very proactive student recruiting, Schulich's enrolments of new students decreased less than the general decrease mentioned just above and Schulich's enrolments were sustained with no attenuation of student qualifications. Many other MBA programs have seen dramatic reductions in their class size and others have engaged in program re-design or modified admissions mechanisms in attempts to sustain the cohort size. A reversal of the trend of shrinking applications began in 2006-2007 and Schulich School MBA enrolments are expected continue growing in 2007-2008.

Figure 4: Graduate Admissions: New MBA Enrolments (Eligible)

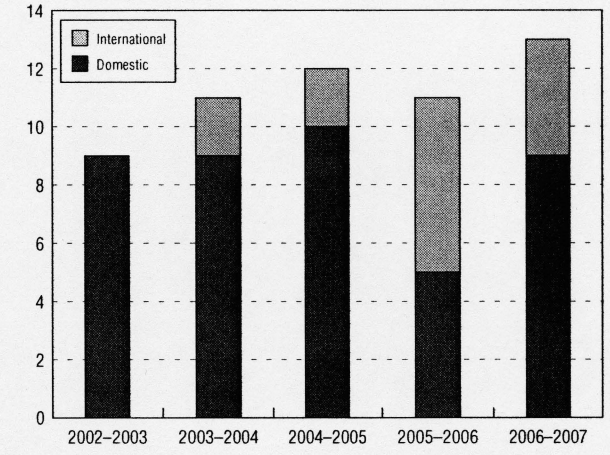


Source: Schulich Division of Student Services and International Relations

PhD Program

The PhD program reflects an important dimension of the Schulich School's academic culture. Schulich faculty share the conviction that the School's long-term commitment to providing leadership in management education is linked to research and to the presence of a strong doctoral program. The PhD program at Schulich now has an active enrolment of some 50 students. Long an integral element in the School, the PhD program is now at a level that creates the critical mass needed for effective doctoral education. Schulich intends to increase the size of its PhD student cohort by a further 25 percent to 30 percent in support of its own plans and the University's overall plans to expand graduate education.

Figure 5: Graduate Admissions: New PhD Students (Schulich)

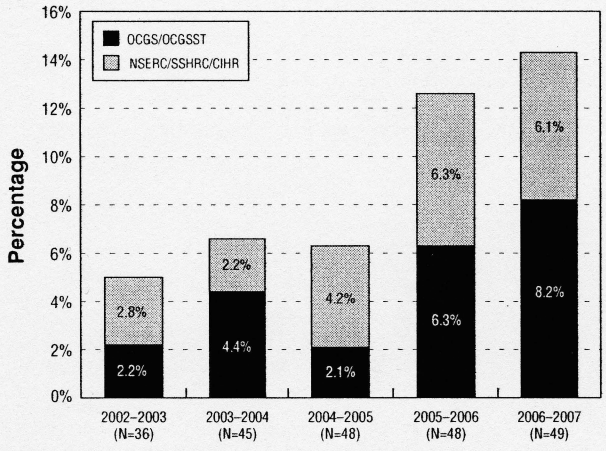


Source: AVP Academic Resources Planning and SSB Student Services

EXTERNAL AWARDS FOR GRADUATE STUDENTS

The School has committed more internal funds to doctoral student support in recent years, to compete effectively with the best management doctoral programs in Canada and internationally. This emphasis on highly qualified doctoral students is being executed in conjunction with increased levels of student support. Also supporting Schulich's plan to have a larger and stronger student body in the doctoral program is a more explicit set of expectations with respect to rate of progress toward degree completion that students are expected to achieve.

Figure 6: Percentage of PhD Students with External Awards



Source: Office of Institution Research and Analysis

University figures on the level of external support for our Ph.D. students (see Figure 6) provide a partial picture of external support for our students. It should be noted that professional degrees at the master's level such as the MBA do not frequently attract funding from the same sources as master's degrees in traditional academic disciplines. Fewer than two percent of our master's students receive 'external awards' in the sense that that term is used within the broader university. However, many MBA students do receive support from their employers either in the form of released time or in the form of tuition reimbursement, or both. In addition, the statistics reflected in the chart do not capture any of the support students receive that is not mediated by the University. Professional graduate programs differ from more traditional academic disciplines in the nature and sources of financial and in-kind support that students receive.

RESEARCH AND PROFESSIONAL CONTRIBUTION

The professional contributions of the Schulich School of Business are many and varied. As a professional school, it should be noted that many faculty play important roles in the professional organizations with which their disciplines connect (such as accounting or marketing). Editorial work, organizing and participating in conferences and the full range of professional review and collegial activities are widely represented in Schulich's faculty. Given the importance of research and full professional capabilities of all tenure stream faculty to the School's overall strategy, Schulich has only made tenure stream appointments to the Professional Stream and has not used the Alternate Stream. (See Figure 7) However, Schulich does supplement its teaching resources with a number of qualified part-time instructors from the professional and managerial communities.

Over the last five years (see Figure 8), the School has attracted significant external support and also has benefited from increased support from the University, allowing it to add a net 19 new

Figure 7: Tenure Stream Faculty by Home Faculty as of October 1st

Stream	Rank	2005-2006 Probationary	2005-2006 Tenured	2005-2006 Total	2006-2007 Probationary	2006-2007 Tenured	2006-2007 Total
Professorial	Lecturer	0	0	0	0	0	0
		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
	Assistant Professor	22	1	23	19	1	20
		26.2%	1.2%	27.4%	23.2%	1.2%	24.4%
	Associate Professor	4	36	40	3	41	44
		4.8%	42.9%	47.6%	3.7%	50.0%	53.7%
	Professor	0	21	21	0	18	18
		0.0%	25.0%	25.0%	0.0%	22.0%	22.0%
Alternate	Assistant Lecturer	0	0	0	0	0	0
		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
	Associate Lecturer	0	0	0	0	0	0
		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
	Senior Lecturer	0	0	0	0	0	0
		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Total Tenure Stream Faculty		**26**	**58**	**84**	**22**	**60**	**82**

Excludes new appointments beginning after Oct 1/06

Source: Office of Institutional Research and Analysis

Figure 8: Faculty Complement

Faculty Data	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08
Full-Time Complement (Home Faculty Heads) @ October 1st						
# of Tenure Stream Faculty	67	73	77	84	82	-
# of Contractually Limited Appointments	2	2	2	1	2	-
Total # of FT Faculty	**69**	**75**	**79**	**85**	**84**	-
Tenure Stream Appointments (Heads)						
# of Authorized Appointments (New + Carry-forwards) (July 1 to June 30)	15.0	8.5	12.0	11.0	11.0	9.5
# of Appointments Made (July 1 to June 30) (* appts made to date)	8.0	4.0	7.0	8.0	7.0	4.0*
Departures: Retirements, Resignations & Deaths (May 1 to April 30)	4.0	3.0	1.0	2.0	5.45	-
Student/Faculty Ratios (FTEs)						
UG FTEs	629.6	750.4	880.7	970.0	996.7	-
Grad FTEs	1279.9	1263.7	1128.6	988.2	1060.5	-
Full-Time Faculty FTEs	70.0	71.9	76.0	82.1	83.6	-
Full-Time Faculty FTEs (on-site only)	61.6	69.5	71.6	73.7	73.9	-
Part-Time FTEs	111.5	112.6	120.5	101.8	118.6	-
Total Faculty FTEs(on-site only)	173.1	182.1	192.1	175.5	192.5	-
GraduateStudent/Full-Time Faculty FTE	18.3	17.6	14.8	12.0	12.7	-
Undergraduate Student/Full-Time (on-site) & Part-Time Faculty	3.6	4.1	4.6	5.5	5.2	-

Notes:
a) Full-Time Faculty FTEs includes Tenure Stream, CLAs and SRCs who are not on LTD or Leave Without Pay. It includes those on Sabbatical. These have been adjusted for joint appointments and reduced loads
b) On Site FTEs adjusts for all types of leave including LTD, Paid Leaves, Unpaid Leaves, Sabbaticals and Reduced Loads. These have been adjusted for joint appointments
c) Part Time FTEs includes Teaching Assistants (excluding Marker/Graders), CUPE2, CUPE Exempt, YUFA/OHFA Retirees, YUFA/OHFA Overload
d) Full-time complement is based on an October 1st count. Authorized and appointments made are counted as of July 1st; departures are counted as May 1st. Consequently the difference between appointments and departures will not be equal to the change in the full-time complement counted as of October 1st.

Sources: AVP Academic Resources Planning and Office of Institutional Research and Analysis

Figure 9: Research Income Table, by Source

Type	2003-04		2004-05		2005-06		2006-07		Change 2005-06/2006-07
Tri-Council Grants	$366,739.00	88.0%	$446,830.80	57.3%	$571,835.00	76.0%	$841,062.00	98.5%	$269,227.00
Other Government Grants & Contracts	$25,000.00	6.0%	$240,045.00	30.8%	$168,480.00	22.4%	$0.00	0.0%	($168,480.00)
Non-Government Grants, Contracts & Gifts	$25,000.00	6.0%	$93,600.00	12.0%	$12,000.00	1.6%	$12,500.00	1.5%	$500.00
Total Income	$416,739.00	100.0%	$780,475.80	100.0%	$752,315.00	100.0%	$853,562.00	100.0%	$101,247.00

Source: Office of the Vice-President, Research and Innovation

tenure stream positions over the past five years. The full-time Faculty FTEs (on site) have grown by some 13 over the past five years (an increase of 19 per cent), and the Part-Time Faculty FTEs have increased by about 7 (an increase of 6 per cent). Yet the current mix of part-time and full-time instructional resources still reveals the need to move further in the direction of increasing the proportion of teaching available from full-time faculty.

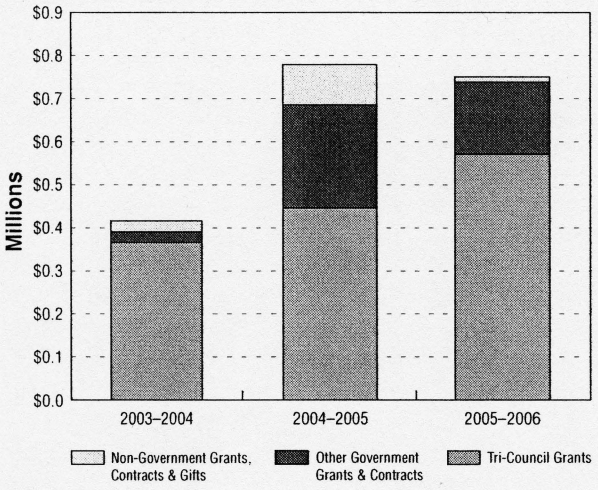
Overall, it is still the case that compared to other business schools of similar standing that there continues to be a need at Schulich for growth in the numbers of tenure stream faculty, both for teaching purposes and to further improve the faculty base for research and professional contributions.

RESEARCH

Research, in combination with the PhD program, is an indispensable element in the long run strategy of the School. Based on tracking by the Associate Dean – Research, Schulich faculty continue to produce research output at an annual average rate of at least 250 publications, including books, chapters, journal articles and conference papers. The Schulich School of Business supports research organizationally and financially. Schulich's Associate Dean – Research is charged with responsibility for advancing research within the Faculty. A Faculty Council Research Committee provides a governance mechanism to advance the prospects for research productivity. The table in Figure 9 indicates that the total external research funding has grown steadily in recent years and (as of 2006-07) stands at an aggregate of some $853,000.

The same data, in graphical form (Figure 10) shows clearly not only the overall pattern of increase, but also the very steady and currently dominant role that Tri-Council funding plays in the overall mix of external research funding. It is also useful to add to the data available here that effective 2007-08, an SSHRC Strategic Grant with a value of $2.1 million has been awarded to Professor Emeritus Wesley Cragg to enable the establishment of a Canadian Business Ethics Research Network.

Figure 10: Total Awarded Annual Externally-Sponsored Research Income by Source



Source: Office of the Vice-President, Research and Innovation

To support faculty research, over the past several years the School has purchased (on a shared cost basis with the University library) a valuable set of databases crucial to business and management research.

Also, the School has added and sustained a subscription to a multiple-database resource assembled by the Wharton School at the University of Pennsylvania, again on a cost-shared basis with the University library. Research is central to Schulich's strategy of establishing and sustaining a leadership role in management education. Schulich's standing as a strong and improving research school has been reflected in comparative analyses done by groups as disparate as the Aspen Institute's Beyond Grey Pinstripes survey which focuses on research productivity in corporate social responsibility and the Financial Times rankings with its focus on traditional 'main stream' research.

2006-2007 in Review

The past year's highlights provide a cross-section of the Schulich School's on-going activities and accomplishments as it pursues its chosen strategy. Following are several important elements in the School's record, indicators that the School has achieved a high standard even as it seeks ways of improving further.

- Schulich continues to be among the most active Faculties at York in terms of the internationalization of its student body. In addition to the substantial number of visa students and other Schulich-based students with an international background, the School has sent some 250 students from Schulich degree programs to exchange partners at 72 institutions in 32 different countries during the academic year 2006-2007. Schulich has also received a similar number from abroad, a process that enriches the experience of all our students whether they are studying here or abroad.

- The School has attracted highly qualified students, on a continuing basis. The students joining the BBA and iBBA programs have the highest OAC averages of any undergraduate program at York, and are unsurpassed at any other business School program in Canada. For MBAs, the average GMAT (Graduate Management Admissions Test, a benchmark indicator of student quality in graduate management education) has been higher than 600 for over a decade; for the past three years, the average for the entering class has been 660. According to an article in a major newspaper, this established Schulich as the school with the highest average GMAT results for incoming students in Canada. These figures also compare very favorably with most noted MBA programs, internationally.

- The Schulich School continues to be very well placed in rankings done by major professional business publications. These publications include Business Week, Forbes, The Financial Times of London, by The Economist (Economist Intelligence Unit), and The Wall Street Journal. In addition, the School has demonstrated its international leadership role in the "Beyond Grey Pinstripes" rankings done by the Aspen Institute, a ranking that reflects the extent of corporate social responsibility in the School's research and teaching. These rankings use a wide variety of methodologies and Schulich's strong showing in all major international rankings demonstrates the breadth of accomplishment that the School has demonstrated.

- The gift of the School's benefactor, Seymour Schulich, has provided substantial financial assistance to the School. Perhaps more importantly, the gift and naming of the School have helped to make it visible to external constituencies. Chairs and professorships in the School now total 19. These chairs and professorships represent crucial leadership resources within the School and important sources of visibility in the professional and academic communities.

- Although one of the School's main priorities remains the expansion of its tenure stream cohort to acceptable levels, there has been significant progress. Of particular note this past year was the appointment of senior faculty to four chaired position (Kraft Foods Canada Chair in Marketing, George R. Gardiner Professorship in Business Ethics, the Anne and Max Tanenbaum Chair in Entrepreneurship and Family Enterprise, and the Hewlett-Packard Chair in Corporate Social Responsibility).

- Schulich faculty who have authored new books include Ellen Auster (on strategic organizational change), James McKellar (on managing government property assets), Ajay Sirsi (on the link between marketing and sales), and Brenda Zimmerman (on the linkages between complexity theory and social innovation). Other noteworthy faculty distinctions include those awarded to Eileen Fischer (profiled in Canadian Business in the lead article, 'The Year of the Canadian Entrepreneur), Moshe Milevsky (a research paper of his attracted the Graham and Dodd Scroll award of excellence), James Gilles (recipient of the Institute of Corporate Directors Fellowship award, and recipient of an honourary degree from The Higher School of Economics at Russia's State University), Irene Henriques (appointed by the federal government and chosen to chair for the Joint Public Advisor Committee of the Commission for Environmental Cooperation of North America), Ellen Auster (named co-recipient

of the 2007 Distinguished Educator Award from the Academy of Management) and Christine Oliver (recognized by the Academy of Management Review as one of four researchers who – during the 1985-1995 decade – wrote articles whose work best represented 'innovative, frame-breaking qualities').

- Teams of Schulich students, both MBA and undergraduate, have placed very well at a variety of competitions, including a case competition in business and sustainability at the University of Colorado, a business plan competition at the Hong Kong University of Science and technology. Students from Schulich took first place in the following: the RBC-sponsored 'Next Great Innovator Challenge', the Inter-Collegiate Business Plan Competition (Canada's oldest and largest undergraduate business case competition), the Schulich-Rotman Case Competition on Sustainability, and the national L'Oreal competition at McGill (followed by a second place award at the global competition in Paris).

- In addition to the numerous club and competitive events that characterize the Schulich student culture, students have also been recognized by their peers and by the School for constructive efforts in the community, including charities of various types and blood drives.

- Each year, most of the more than 900 graduates seek employment after their studies, and the indications are that the world welcomes them. As in previous years, average starting salaries for MBAs and BBAs this year were among the highest in Canada and career placement rates exceeded those of most comparable programs.

- The School admitted the first students to the recently created 'stand-alone' graduate diploma in Financial Engineering in 2006-2007. This extends the range of Schulich-based offerings which already include degree programs at the undergraduate, master's and doctoral level, as well as extensive non-degree offerings offered through the Schulich Executive Education Centre.

- Numerous student-organized professional events and conferences occurred throughout the year, and a high level of student involvement in extracurricular activities continues to characterize the Schulich student community.

- Among the highlight events of the past year were the PIM (Partners in International Management) Conference, the presence of organizational scholar James G. March to receive and honorary doctoral degree and also to lead faculty and doctoral sessions, and the colloquy that concluded Schulich's Fortieth Anniversary year with the participation of the prominent management theorist C.K. Prahalad and of Karen Armstrong, noted author and commentator on religious affairs.

The Schulich School of Business is pleased with these and the numerous other indicators of having achieved levels of quality and accomplishment that articulate a path of progress. Both the School's internal standards and those that will be collectively defined for and by leading business Schools internationally mean that quality and innovation have been sustained as hallmarks of Schulich's planning process.

Budget

For fiscal 2006-2007, the school's expenses exceeded its revenues by approximately $616,000, compared to a budgeted loss of approximately $450,000. The school's net surplus position, after counting funds in Special Purpose Trusts, is approximately $165,000 compared to budgeted deficit of approximately $33,000. The operating budget for 2007-2008 indicates expenses will exceed revenues by approximately $1,065,000, with a closing net deficit position of approximately $773,000. As in prior years, expenditure increments are concentrated in those areas that are directly relevant to the school's teaching and research mission: the expansion of the tenure-stream complement and the continued support to career services, student services and computing services. (It should be noted that significant student support expenditures resulting from the Ontario Government OSOTF programs and from the BBA/IBBA entrance scholarships are not included in the school's scholarships and bursaries line.)

Schulich School of Business

	Operating Results by Expense Type		
(Dollars)	2006-2007 Budget	2006-2007 Actuals	2007-2008 Budget
DEGREE			
Revenue:			
External cost recoveries	1,399,450	1,698,797	1,210,775
Internal cost recoveries	488,781	1,519,457	1,277,045
Other revenues	8,381,439	8,283,837	8,954,016
Central allocations	32,751,945	33,119,815	34,705,081
Total Revenue	**43,021,615**	**44,621,906**	**46,146,917**
Expenses:			
Faculty – Administration	1,205,330	1,211,843	1,294,304
Faculty – Full-time	13,390,914	13,727,121	16,089,134
Faculty – Contract	3,860,541	3,520,817	3,737,444
Teaching assistants	360,308	302,578	372,304
Research	1,547,364	1,790,918	1,023,698
Support/Administration	9,655,470	9,200,377	10,230,632
Other	1,156,666	1,911,050	1,286,977
Total Salaries and Benefits	**31,176,593**	**31,664,704**	**34,034,493**
Operating costs	7,516,134	8,425,934	8,095,873
Amortization of capital assets	–	–	–
Cost of goods sold	–	–	–
Taxes and utilities	251,894	252,459	264,172
Scholarships & bursaries	4,501,000	4,666,667	4,693,500
Interest on long-term debt	23,000	228,079	123,000
Total Expenses	**43,468,621**	**45,237,843**	**47,211,038**
Total Revenue less Expenses	**(447,006)**	**(615,937)**	**(1,064,121)**
Previous Year's Carryforward	**(503,789)**	**(503,789)**	**(1,119,726)**
Carryforward to Next Year	**(950,795)**	**(1,119,726)**	**(2,183,847)**
Carryforward to Next Year	**(950,795)**	**(1,119,726)**	**(2,183,847)**
Funds in Special Purpose Trusts	**917,532**	**1,285,108**	**1,410,490**
Net Position	**(33,263)**	**165,382**	**(773,357)**
NON-DEGREE			
Revenue less Expenses before Interfund Transfers	**3,108,765**	**3,077,492**	**3,552,000**
Interfund Transfers	**3,110,000**	**3,065,000**	**3,552,000**
Total Revenue less Expenses	**(1,235)**	**12,492**	**–**
Previous Year's Carryforward	**6,479**	**6,479**	**18,971**
Carryforward to Next Year	**5,244**	**18,971**	**18,971**

Planning for 2007-2008 and Beyond

The Schulich School of Business' plans for the upcoming year are integral with the strategy described in this report. Those plans have two faces – the continual enhancement of the quality of current offerings and services and new initiatives to address anticipated challenges and opportunities:

CONTINUING INTERNATIONALIZATION EFFORTS

The Schulich School has established representative offices in China, in India, and in Korea, and is in the process of doing the same for Latin America and Russia. Latin America and Eastern Europe will be areas of particular attention during 2007-2008. All of these countries are locations in which the School needs to be able to effectively recruit students, place graduates, support alumni through the creation of Schulich alumni chapters, establish executive education programs for executives, and manage media relations on behalf of the School. The School has also created a new dual degree arrangement with Peking University in China for students who take study first at Peking and subsequently complete their studies in York's Schulich School.

RESEARCH AND GRADUATE PROGRAMS

Schulich will extend its ongoing emphasis on strengthening its research activities and graduate programs through the addition of eminent faculty. In the upcoming year, incumbents will join the School to fill the Ontario Research Chair in Economics and Cross Cultural Studies: Public Policy and Enterprise Competitiveness, and the Jarislowsky Dimma Mooney Chair in Corporate Governance (a chair appointed jointly with Osgoode Hall Law School).

QUALITY ENHANCEMENT

Facilities

The School has initiated a renewal of the arrangements for the Nadal Centre in downtown Toronto which houses both some non-degree executive programs and the part-time (evening) MBA, as well as staff. These changes will take place over the upcoming year.

New graduate programs

Schulich is well advanced in the development of research-oriented master's degrees in a range of management disciplines. Formal approval procedures will begin in the fall term with a view to students enrolling in September 2008.

Faculty complement

The School has used and will continue to use available resources to add to its tenure stream complement. While the increase in complement over recent years has made significant improvements to the depth of faculty resources, continuing but selective faculty recruiting remains a priority for the School.

Other measures to improve quality

The School has also increased and will continue to increase the resources dedicated to student support and services, adding capacity to effectively support international students as well as advise and support domestic students in all degree programs. To support faculty in both teaching and research, the School committed incremental resources to its computing infrastructure and applications.

FACULTY OF SCIENCE AND ENGINEERING

Overview

The Faculty of Science and Engineering (FSE) currently serves 4000 Science and Engineering majors in undergraduate and graduate programs, within a research-intensive environment, supported by excellent faculty and staff. FSE also provides general education courses to approximately 10,000 non-science students each year. During 2006-2007, the Faculty experienced noteworthy activity in curriculum development, outreach and complement renewal, while continuing its strong commitment to research, quality instruction and fiscal responsibility. Also 2006-2007 marked a transition to a new Dean, Engineering accreditation, and significant activity brought about because of the restructuring of Faculties at the Keele campus.

Implementation of Objectives for 2006-2007

FSE objectives for 2006-2007 included improving and extending outreach activities, completing the harmonization process for Mathematics and Statistics, completing preparations for accreditation of Engineering Programs, continuing to move forward on the "internationalization" agenda, working with the Development Officer by seeking additional funding for FSE initiatives, exploring ways to encourage and support faculty development, developing initiatives targeted to increasing enrolments in engineering, physical science, and computer science, and addressing the need for space.

Outreach

FSE stepped up outreach activities in 2006-2007. Outreach activities included the 28th annual York Engineering and Science Olympics (YES), for high school students. The YES Olympics is a chance to experience the challenge and excitement of working against the clock on six science-related events. At the end of the day prizes are awarded to the best three teams in each event and a trophy is presented to the school that obtains the highest number of points and is declared the overall championship school. There is a Prospective Students Lecture Series. There is also the York University Science and Engineering Lecture Series – a free science lecture featuring talks by prominent York University professors. The March Gala welcomed thousands of future students to York! It was a day filled with exciting demonstrations, opportunities to speak with professors, current students and admissions personnel, as well as informative tours. The Science Explorations summer camp program is offered on campus during the months of July and August. As a not-for-profit outreach program, based in the Faculty of Science & Engineering, the goal is to increase scientific literacy and appreciation in our community. The curriculum offers fun, hands-on activities that engage and encourage youth to learn and explore topics in science and engineering. The York University Science Speakers Bureau consists of free talks given by members of the Faculty of Science and Engineering who are prepared to speak at an appropriate level about their research work, recent developments in science, or even items currently in the news. York professors often go into elementary and secondary schools to make such presentations.

This year FSE was more involved with YSIMSTE – York Seneca Institute for Mathematics, Science and Technology Education, with Associate Dean Paula Wilson as an Assistant Director. One of the results from these closer ties was a joint YSTOP proposal between Education and FSE which was successful. In early June York hosted 24 "at risk" grade 8 students for a week of Science activities with FSE scientists. The theme was Environmental Science and students worked with and learned from FSE faculty and graduate students from Biology, Computer Science, ESSE and Physics and Astronomy.

Harmonization of Mathematics and Statistics

FSE worked closely with Atkinson and Arts to develop and implement a harmonization strategy which resulted, in May 2007, in a single Department of Mathematics and Statistics on the York Keele campus, housed in FSE. The transition was handled smoothly and Mathematics and Statistics is now fully engaged within FSE. FSE recently approved the Bachelor of Arts degree for subsequent University approval (in order to offer Digital Media) to pave the way for the eventual repatriation of the Math BA's. FSE welcomes its new faculty and staff into a much revitalized Department of Mathematics and Statistics drawing on them for the Associate Dean for Research and Faculty Affairs and fully staffing their complement with three new faculty hires.

Accreditation of Engineering Programs

In response to initial feedback from the Canadian Engineering Accreditation Board (CEAB), changes were made to the administrative structure of the engineering programs to ensure that the engineering curricula are under the control of engineering faculty. Other structural changes and significant investment in new faculty were made. Nine new faculty members were appointed to Engineering recently, six in 2005-2006 and three in 2006-2007, including five in space engineering, three in geomatics, and 1 in computer engineering. All three unique engineering programs received accreditation in 2007.

Internationalization

FSE is continuing its efforts at internationalizing by meeting with representatives of universities all over the world, e.g., Mongolia, China, Thailand, India, Germany, Holland, Great Britain, Greece, Russia, and so on. FSE's Associate Dean is currently seconded as acting Associate Vice-President International and intensifying international opportunities.

Seeking Additional Funding for FSE initiatives

FSE is working closely with The York Foundation and Alumni Affairs to promote stewardship of friends and secure funding – the new Dean attended the CASE conference in February and meets regularly with The York Foundation, as does the Associate Dean for Engineering. The Dean participated in the selection of our new CDO, and has forged a solid team with the CDO making regular

calls on potential donors, stewardships, and cultivating relationships. FSE has tabled a list of priorities for fundraising with The York Foundation. FSE participates actively in alumni affairs.

Faculty Development

New, additional resources are needed if the Faculty is to carry out its mandate of world class quality teaching and research in science and engineering – York permitted FSE to carry out 21 searches in 2005-2006 (19 successful, including those who went to the Faculty of Health) and 10 searches in 2006-2007 (all successful); in addition a number of CLAs were retained in their transition to FSE from other Faculties and one conversion appointment was made.

Enrolments

With strong student interest in FSE programs, the number of faculty members and staff in the Faculty will rise in line with increases in student enrolments. Innovative ways will be sought to attract and support faculty in areas where, at the present time, student numbers are not strong but research activities are – life sciences have grown but less quickly than student complement; engineering programs have attained full accreditation this year but need to attract additional students, which is now possible, to justify York's investment; Physics & Astronomy and Mathematics & Statistics are examples where some creativity is being applied to support faculty growth largely based on research activities. In 2005-2006 the Faculty became the Faculty of Science & Engineering and two departments added engineering to their names, Computer Science and Engineering and Earth and Space Science and Engineering; a plan is evolving to greatly increase the visibility of Engineering since accreditation has been granted.

Space

Space continues to be a problem and FSE has made a priority for a new wing on the Chemistry Building to house much needed undergraduate and research laboratory space. The Faculty will reorganize and renovate teaching lab space to accommodate anticipated increases in student enrolment – tremendous student demand in life sciences has forced FSE, in conjunction with the VPA's office, to do a complete inventory of serviceable space and to renovate and reorganize (space taken from programs no longer needing their allotment) as best possible; nevertheless student demand in life science is thus far outstripping the Faculty's ability to meet demand.

Natural Science

Several key FSE objectives for 2006-2007 included enhancing and strengthening the Natural Science Program with the amalgamation of Natural Science teaching into the Division in FSE. With the amalgamation of Natural Science teaching in the Division and Science and Technology Studies/Natural Science faculty members' move to FSE, Natural Science course offerings were rationalized to eliminate redundancy and several new courses were mounted.

Dean's Task Force

There continues to be strong student interest in the life sciences, especially health-related sciences. An FSE objective for 2005-2006 was to respond to enrolment trends by continuing to develop programs in areas of student interest. A new stream in Biomedical Science was approved for honours programs in Biology in 2005-2006 and implemented. In 2006-2007 requests for admission to Biology exceeded capacity by a factor of three. Such issues in the life sciences prompted FSE to strike the Dean's Task Force on Undergraduate Enrolment late in 2006 and that report was delivered on July 4, 2007. The recommendations made in that report will have significant impact on near term future planning around enrolment and resource deployment.

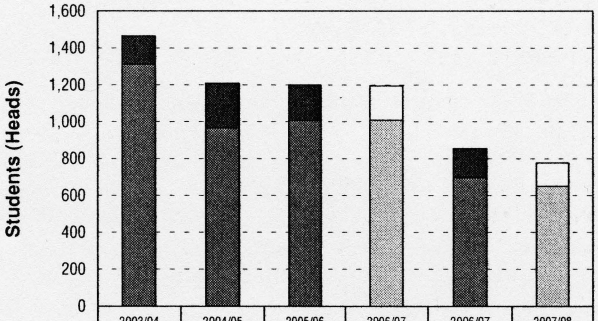
Faculty members from Biology, Computer Science and Engineering and Mathematics and Statistics collaborated to develop a new interdisciplinary program in Bioinformatics, but this work has hit a stumbling block. FSE will bring in specialists from successful bioinformatics programs to advise stakeholders. The Department of Physics and Astronomy, in cooperation with the Department of Biology, developed a new undergraduate program in Biophysics which is beginning to attract a small but solid number of undergraduates.

The Faculty will maintain the quality of its current science programs while augmenting its programs in emerging and innovative fields – this objective is ongoing and has continued unabated in 2006-2007 with the development of biomedical and evolution of digital media.

Performance Measures

ENROLMENTS, STUDENT QUALITY AND STUDENT EXPERIENCE

Figure 1: Admissions: New Eligible Fall Undergraduates on November 1st

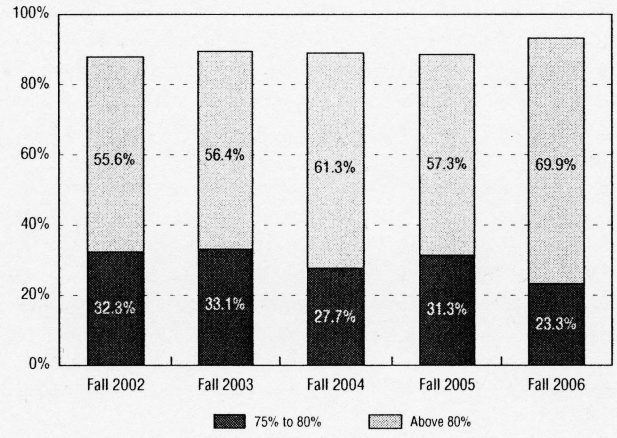


	2003/04 Actual	2004/05 Actual	2005/06 Actual	2006/07 Plan	2006/07 Actual	2007/08 Plan
Upper Years	154	243	192	185	158	127
Year 1	1,311	965	1,008	1,010	697	650

Kinesiology moved to new Faulty of Health in 2006-2007

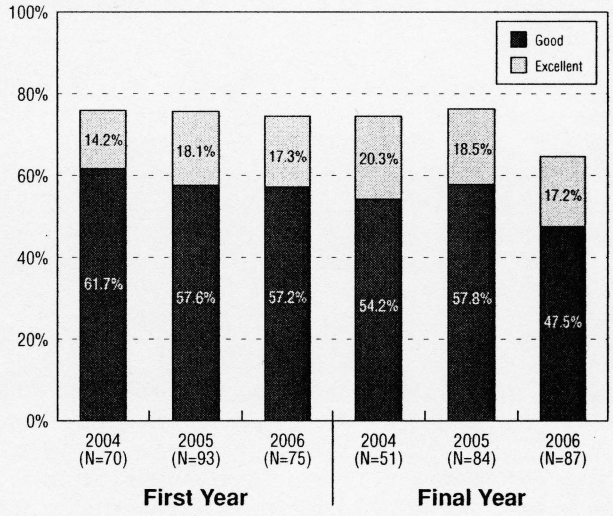
Sources: AVP Academic Resources Planning and Office of Institutional Research and Analysis

Figure 2: Admissions: Percentage of New Year 1 Registrants From Secondary School with Entry Average of 75 per cent or Better



Source: Office of Institutional Research and Analysis

Figure 3: National Survey of Student Engagement: How Would You Evaluate Your Entire Educational Experience?



Sources: National Survey of Student Engagement (Winter 2004 and Winter 2005) and Office of Institutional Research and Analysis

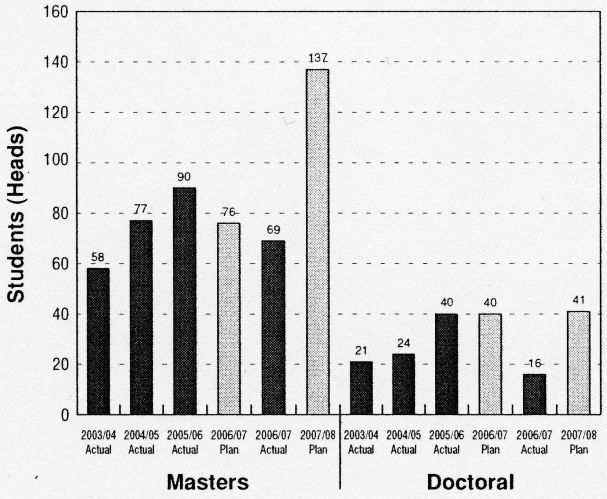
FSE essentially met undergraduate targets in 2006-2007 once the Faculty of Health was factored out (Figure 1). The quality of undergraduates, as measured by entrance average, noticeably soared above 90 per cent having entrance averages of 75 per cent or higher (Figure 2). FSE is deeply committed to attracting the very best students into its undergraduate programs. This objective will be accomplished by continuing to offer and develop new, innovative and relevant programs that are attractive to academically strong students. FSE offerings meet the needs and demands of employers as well as graduate and professional schools, for example, the new biomedical and biophysics programs and the Faculty-approved digital media program, jointly with Fine Arts. In addition, FSE Biology recently established a course which offers top first year undergraduate students an opportunity to gain research experience as part of a research team.

FSE will continue to offer the Science & Engineering Entrance Scholarship of $2000 to incoming students with an average of 90 per cent or higher. Outreach projects will further increase the Faculty's visibility to prospective students. FSE is responsibly stewarding the gift of $500,000 (over five years) from the Imperial Oil Foundation to support science education and outreach. This funding supports the Speakers Bureau, Science Explorations (summer day camp – directed toward children between the ages of 8 and 11) and other aspects of outreach programming. FSE will investigate the possibility of taking Speakers Bureau "live" to reach classrooms all over Ontario and to utilize broadcast studio capabilities to make possible restricted forms of distance education. The Science Olympics is constantly improving to better showcase the Faculty and provide an even better student experience. FSE is developing a community service course for undergraduate students in which they would commit a part of one semester working with a team on community outreach, e.g., tutoring students, and producing computer programs for non-profit organizations, and so on.

While the 2007-2008 plans for enhancing the student experience will continue to focus primarily on providing strong academic support for undergraduates, FSE student retention statistics suggest that this effort needs to be intensified and several new methods tried. "Restart" programs of various kinds, student mentoring, and better scholarship support will be expanded in an aggressive campaign to help students encountering academic difficulties. Newly admitted students who receive a grade below C during the Fall session will continue to be offered one-on-one advising sessions, with a goal to increase the response rate of 2006-2007. FSE will host a meeting in the Fall of high school principals and guidance councilors from the York Region to discuss what mutual effort might be made to ensure a smooth transition for students into university life.

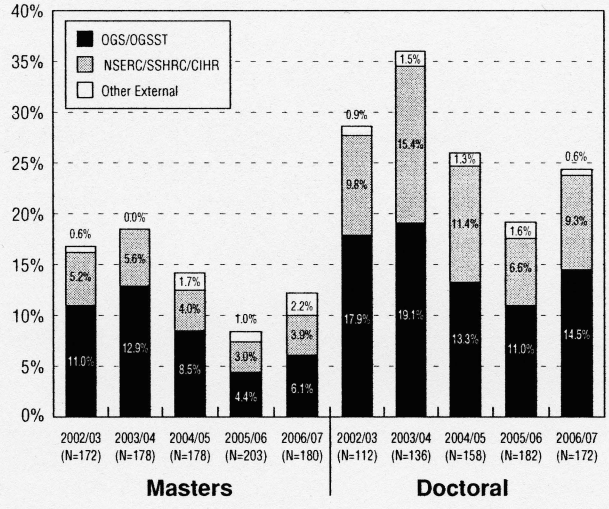
This past year FSE developed a panel of teaching awards to recognize outstanding faculty and graduate students and will be adding staff awards shortly. FSE launched BEST – Best Engineering and Science Teaching – in collaboration with the CST. This group provides teaching support to FSE faculty through workshops, Web site, seminars, and so on. FSE created a new Teaching and Learning Committee with a mandate to provide leadership in promoting and recognizing teaching excellence in Science and Engineering.

Figure 4: Graduate Admissions: Eligible New Graduate Students (Fall Term)



Sources: AVP Academic Resources Planning and Office of Institutional Research and Analysis

Figure 5: Percentage of Full Time Graduate Students with External Awards



Source: Office of Institutional Research and Analysis

The University set aggressive targets for graduate enrolment which the Faculty did not fully meet. Despite intensified graduate recruitment efforts, the results reflect the lack of an available domestic pool of potential science and engineering graduate students. In part, graduate enrolment also reflects the competition, especially in Ontario, where essentially graduate targets were missed in science and engineering at most universities. A positive note is the clear increase in the percentage of full time graduate students with external awards (Figure 5).

FSE is monitoring this performance measure carefully; preliminary numbers for 2007-2008 indicate a doubling of new graduate enrolments although the targets set continue to be highly aggressive and the domestic pool inadequate. FSE could easily satisfy overall enrolment targets at the graduate level if exceptionally qualified international candidates were permitted to be counted in the pool of applicants.

When science students are deciding on a graduate program, their choice is often driven by a desire to work with a particular researcher. One of the best ways for the Faculty to recruit the best graduate students and to ensure that the aggressive target for graduate enrolments is met is to hire great faculty and increase the research intensive faculty complement. The necessary fiscal restraint of the past five to six years had a negative impact on faculty complement.

Ultimately, for some programs, e.g., Physics and Astronomy, Computer Science and Engineering, and Engineering, the greatest need is to increase the number of undergraduates and thus the size and quality of the applicant pool.

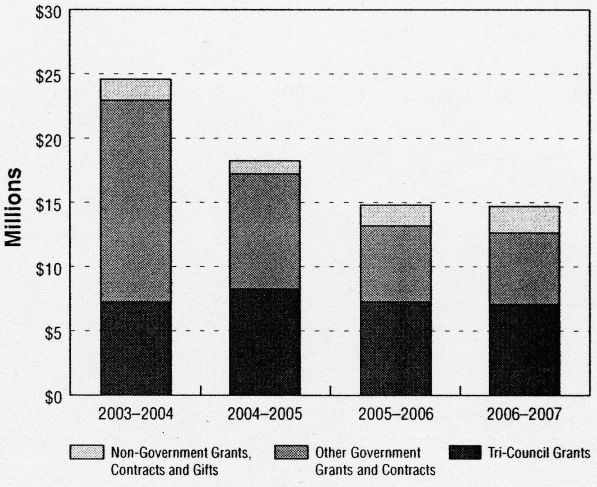
FACULTY COMPLEMENT

In 2006-2007 FSE conducted 10 searches in the professorial stream (six searches were initially allocated; two additional searches were authorized tied to specific graduate growth targets; Mathematics and Statistics brought one search from Arts in the restructuring and added one additional search in a two-for-one process). All ten searches were successful. In the alternate stream two CLAs were retained in NATS from the amalgamation of NATS into FSE from Atkinson and two CLAs were reappointed in Biology; one conversion appointment was made.

The new hires were to replace retirements and support undergraduate and graduate growth and the engineering program. After three years of unsuccessful searches Chemistry successfully recruited a qualified applicant in Organic Chemistry.

RESEARCH

Figure 6a: Total Sponsored Research Income by Source



Source: Office of Research Services

In 2006-2007 FSE researchers were awarded more than $13.6 million in external grants and contracts – the greatest amount of any York faculty, and an impressive 36 per cent of the University's total research awards. FSE averaged 1.6 awards per faculty member, more than triple the University average. FSE has always been a research-intensive Faculty with internationally-renowned researchers.

Figure 6b: Total Sponsored Research Income by Source

Type	2005-06	2006-07	Change 2005-06/2006-07
Tri-Council Grants	$5,924,984.50	$7,056,188.00	$1,131,203.50
Other Government and Non-Government Grants & Contracts	$6,089,925.50	$7,643,359.32	$1,553,433.82
Total Income	$12,014,910.00	$14,699,547.32	$2,684,637.32

Source: Office of Research Services

Figure 7: Tenure Stream Faculty by Home Faculty as of October 1st

Stream	Rank	2005-2006 Probationary	2005-2006 Tenured	2005-2006 Total	2006-2007 Probationary	2006-2007 Tenured	2006-2007 Total
Professorial	Lecturer	0	0	0	0	0	0
		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
	Assistant Professor	30	2	32	32	2	34
		20.3%	1.4%	21.6%	21.9%	1.4%	23.3%
	Associate Professor	0	53	53	0	50	50
		0.0%	35.8%	35.8%	0.0%	34.2%	34.2%
	Professor	0	51	51	0	50	50
		0.0%	34.5%	34.5%	0.0%	34.2%	34.2%
Alternate	Assistant Lecturer	1	0	1	1	0	1
		0.7%	0.0%	0.7%	0.7%	0.0%	0.7%
	Associate Lecturer	0	7	7	2	5	7
		0.0%	4.7%	4.7%	1.4%	3.4%	4.8%
	Senior Lecturer	0	4	4	0	4	4
		0.0%	2.7%	2.7%	0.0%	2.7%	2.7%
Total Tenure Stream Faculty		**31**	**117**	**148**	**35**	**111**	**146**

Excludes new appointments beginning after Oct 1/06
Kinesiology moved to Faculty of Health in 2006-2007

Source: Office of Institutional Research and Analysis

Figure 8: Faculty Complement

Faculty Data	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08
Full-Time Complement (Home Faculty Heads) @ October 1st						
# of Tenure Stream Faculty	143	137	150	148	146	-
# of Contractually Limited Appointments	1	2	3	3	8	-
Total # of FT Faculty	**144**	**139**	**153**	**151**	**154**	-
Tenure Stream Appointments (Heads)						
# of Authorized Appointments (New + Carry-forwards) (July 1 to June 30)	12.0	9.0	19.0	9.0	21.0	12.0
# of Appointments Made (July 1 to June 30) (* appts made to date)	7.0	5.0	16.0	4.0	19.0	9.0*
Departures: Retirements, Resignations & Deaths (May 1 to April 30)	9.0	6.0	5.0	6.0	2.0	-
Student/Faculty Ratios (FTEs)						
UG FTEs	3581.6	4086.3	4182.9	4412.7	4083.9	-
Grad FTEs	290.0	316.7	339.5	375.0	359.0	-
Full-Time Faculty FTEs	137.7	137.0	144.8	148.9	149.3	-
Full-Time Faculty FTEs (on-site only)	124.9	123.4	133.8	137.7	127.8	-
Part-Time FTEs	68.2	81.6	81.7	95.2	90.1	-
Total Faculty FTEs(on-site only)	193.1	205.0	215.5	232.9	217.8	-
GraduateStudent/Full-Time Faculty FTE	2.1	2.3	2.3	2.5	2.4	-
Undergraduate Student/Full-Time (on-site) & Part-Time Faculty	18.5	19.9	19.4	18.9	18.7	-

Notes:
a) Full-Time Faculty FTEs includes Tenure Stream, CLAs and SRCs who are not on LTD or Leave Without Pay. It includes those on Sabbatical. These have been adjusted for joint appointments and reduced loads
b) On Site FTEs adjusts for all types of leave including LTD, Paid Leaves, Unpaid Leaves, Sabbaticals and Reduced Loads. These have been adjusted for joint appointments
c) Part Time FTEs includes Teaching Assistants (excluding Marker/Graders), CUPE2, CUPE Exempt, YUFA/OHFA Retirees, YUFA/OHFA Overload
d) Kinesiology moved to Faculty of Health in 2006-2007
d) Full-time complement is based on an October 1st count. Authorized and appointments made are counted as of July 1st; departures are counted as May 1st. Consequently the difference between appointments and departures will not be equal to the change in the full-time complement counted as of October 1st.

Sources: AVP Academic Resources Planning and Office of Institutional Research and Analysis

Figure 9: Research Performance 2006-2007

	Performance by Eligible Tri-Council			
	CIHR	NSERC	SSHRC	Total
Performance Measure (Full time faculty members)				
Number of FT faculty members (at Oct. 1st)	10	130	6	146
Number of FT faculty members holding an external grant or contract	10	93	2	105
Percentage of FT faculty members holding an external grant or contract[1]	100.0%	71.5%	33.3%	71.9%
Number of FT faculty members holding a tri-council grant	10	89	2	101
Percentage of FT faculty members holding a tri-council grant[2]	100.0%	68.5%	33.3%	69.2%
Total FT faculty research income from all sources	$2,031,656.00	$11,556,134.32	$ 34,000.00	$13,621,790.32
FT faculty research income intensity[3]	$ 203,165.60	$ 88,893.34	$ 5,666.67	$ 93,299.93
Total FT faculty research income from the tri-councils	$1,878,603.00	$ 4,789,199.00	$ 34,000.00	$ 6,701,802.00
FT faculty tri-council research income intensity[4]	$ 187,860.30	$ 36,839.99	$ 5,666.67	$ 45,902.75
Number of tri-council applications by FT faculty members	5	71	0	76
Performance Measure (retirees, adjuncts and others)				
Total research income for retirees, adjuncts and others	$ 0.00	$ 0.00	$1,077,757.00	$ 1,077,757.00
Number of tri-council applications by retirees, adjuncts and others	0	3	0	3

Notes:

1) awards data was obtained from ORS through the RPTS database

2) figures represent dollars awarded (as recorded by ORS) which may not be the same as the actual dollars received; this may lead to discrepancies in the timing/amounts of installments between PBA data and Research Accounting (e-reports) data

3) data does not report the total dollar amount for a grant/contract but the installments that make up a particular award as specified in the award notice

4) data does not include research income that is managed locally but not reported through ORS; the RPTS database captures only research income that is processed through a "500" cost centre account (as defined by Research Accounting); VPRI worked with faculty research officers to report research income that flows through various other cost centres

Source: Office of Research Services and Office of VP Research and Innovation

Present research income from the highs of 2003-2005 has reflected fewer large scale funding competitions being available to York researchers (for example from the Canada Foundation for Innovation and the Ontario Government). Nonetheless, if the Faculty of Health is removed from the 2005-2006 numbers in order to make an analogous comparison with 2006-2007, FSE has increased its research funding handsomely, by nearly $2.7 million. Some of this research enhancement in 2006-2007 in the Faculty is due to the 16 new professorial stream faculty members who joined in 2005-2006, as they begin to establish research programs and begin graduate teaching. Their contributions are expected to grow as they mature in their faculty roles and are joined by this year's outstanding faculty recruits.

Research in Science and Engineering requires space, for research laboratories, graduate student offices and support facilities, technical support and shops. The Faculty hired 16 new researchers in 2005-2006, and 10 new researchers in 2006-2007. Some of these hires replaced retirements; however, not all faculty members choose to close research programs upon retirement. Expansion of the vivaria, located in the Farquharson building, is nearing completion in order to meet increased need from new and established researchers. The VPA's office, Dean, Executive Officer and Facilities Manager have been working to optimize the use of space across the Faculty, and will continue to do so, but there is a real need for additional research space. Space is one of the top three FSE priorities tabled with The York Foundation.

Budget

FSE accumulated a large deficit prior to 2001 which was eliminated by 2006 through rigorous fiscal restraint, a more strategic approach to faculty retirement replacements and strategic allocations from the Vice-President Academic. Although continued fiscal restraint remains necessary to ensure that a deficit does not accumulate year after year, some further strategic reallocations and investment must now be made in order to renew teaching and research laboratories and faculty complement. Working closely with the office of the VPA, a space inventory has been performed and short term laboratory renewal plans have been put into place. A small deficit is anticipated for the current budget year due to one time expenses related to new hires, but it is expected to be cleared within a two to three-year cycle.

Faculty of Science and Engineering

(Dollars)	Operating Results by Expense Type 2006-2007 Budget	2006-2007 Actuals	2007-2008 Budget
Revenue:			
External cost recoveries	669,573	537,781	513,369
Internal cost recoveries	709,986	833,655	764,146
Other revenues	307,000	388,279	422,482
Central allocations	31,190,556	31,601,428	38,407,428
Total Revenue	**32,877,115**	**33,361,143**	**40,107,425**
Expenses:			
Faculty - Administration	1,160,719	994,812	1,106,514
Faculty - Full-time	16,236,470	14,250,785	20,957,124
Faculty - Contract	1,228,179	1,197,787	1,813,062
Teaching assistants	2,935,342	2,696,048	3,439,197
Research	1,210,013	2,439,754	2,368,954
Support/Administration	6,642,884	6,311,213	7,123,751
Other	36,430	41,434	35,699
Total Salaries and Benefits	**29,450,037**	**27,931,833**	**36,844,301**
Operating costs	3,131,878	4,392,163	3,910,133
Amortization of capital assets	-	-	-
Cost of goods sold	76,400	(15,538)	15,050
Taxes and utilities	266,505	257,712	320,080
Scholarships & bursaries	228,131	217,780	215,840
Interest on long-term debt	-	(22)	-
Total Expenses	**33,152,951**	**32,783,928**	**41,305,404**
Total Revenue less Expenses	**(275,836)**	**577,215**	**(1,197,979)**
Previous Year's Carryforward	**181,197**	**181,197**	**758,412**
Carryforward to Next Year	**(94,639)**	**758,412**	**(439,567)**

Priorities for 2007-2008

2006-2007 was a year of change for the Faculty of Science and Engineering. The arrival of the new Dean and the loss of two departments with large undergraduate enrolments (Psychology and Kinesiology & Health Science) to the new Faculty of Health were accompanied by the amalgamation of Mathematics and Statistics and the Division of Natural Sciences into FSE. As a result FSE lost a net of over 1200 undergraduate majors but gained faculty complement because of the complement differences of Mathematics and Statistics from Kinesiology and Health Science.

General priorities for the upcoming year include:

1. With the accreditation of all School of Engineering programs and the significant academic capabilities of all FSE departments, develop a more robust, long term communications strategy for the Faculty. The Faculty will work more intensively with the Office of Research and Innovation as well as Marketing and Communications and Media Relations to improve its research profile and overall visibility.
2. Improve and extend outreach activities, e.g., in addition to current outreach activities.
3. Develop a new five year plan.
4. Convene a Faculty retreat.
5. Support new and innovative undergraduate and graduate programs, e.g., provide a graduate option to selected undergraduate students (five year combined BSc+MSc).
6. Continue to move forward on the "internationalization" agenda, such as increasing international opportunities for students, with a focus on research.
7. Accelerate activities with the new Chief Development Officer to seek out additional funding for FSE initiatives. Priorities have been tabled with The Foundation, including support for completion of the North Wing of the Chemistry Building, Chairs for faculty (endowed, NSERC and other), and increased aid and scholarships for students (undergraduate and graduate, endowed and other). Secondary priorities include developing a technical entrepreneur and student company incubation capability, initial cooperative education program, continuing and distance education initiatives for regular programming and certificate programs.
8. Encourage and support faculty development, by taking advantage of existing opportunities such as the NSERC Industrial Chairs and by pursuing new opportunities through the creation of named Endowed Chairs.
9. Develop initiatives and programming targeted to increasing enrolments in engineering, physical science and computer science.
10. Continue to address the need for space. Find a common location for The Department of Mathematics and Statistics.
11. Implement and respond to the recommendations made by the Dean's Task Force on Undergraduate Enrolment which studied and reported on the complex problems inherent in meeting student demand in an environment of limited resources.
12. Install the new teaching awards recently recommended by the Faculty and celebrate the accomplishments of the recipients at a special annual ceremony.

YORK UNIVERSITY LIBRARIES

Overview - Mission

The Libraries successfully completed an intensive exercise to develop York University Libraries' Strategic Plan for 2007-2011; Open Doors, Open Minds. This plan will cultivate research collections, create vibrant library spaces for research and discovery, build a responsive and innovative learning organization and advance teaching, learning and research. Open Doors, Open Minds supports the mission of York University Libraries (YUL) which is to pursue, preserve and disseminate knowledge, to meet the challenges of evolving technologies for our diverse community through leadership and innovation, and to advance teaching, learning and research at York University by building quality collections and services for present and future generations.

Report on Goals and Objectives for 2006-2007

STEWARDSHIP

Research libraries are entrusted with the responsibility of ensuring valuable knowledge resources are available for future generations.

- Increase shelving capacity - Began renovations to replace traditional with compact shelving to create space for over 100,000 additional volumes.
- Established a digital archive - YorkSpace, York University Libraries' institutional repository, is fully established and serves as a secure environment in which to provide enduring access to digital objects.
- Provided archival space - 12,000 sq feet was repurposed for YUL's archival holdings and special collections that attract researchers world wide.
- Joint OCUL storage for collections - No single solution for print collections was achieved. Three OCUL libraries stated their intention to retain print journal repositories; Toronto, Western and Ottawa.

PRINT COLLECTIONS

Faculty and students value browsing a print monograph collection.

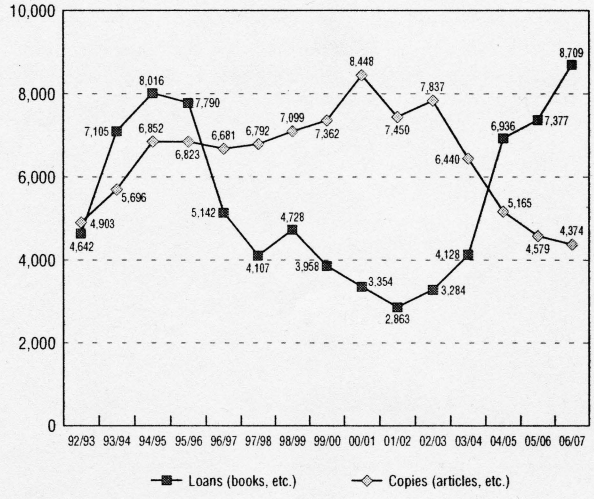
- In the Libraries' 2007 online survey, graduate students and faculty frequently requested the acquisition of more books.
- Over the last five years, York University Libraries is one of few academic libraries in Ontario to maintain a strong monograph acquisitions budget.
- A pilot project gave faculty and graduate students the option of requesting the purchase of a book instead of borrowing it from another library.

DIGITAL COLLECTIONS

Data from the 2007 library survey indicated a majority of users want more electronic journals.

Following (Figure 1) is a graph of the number book versus photocopy requests from the York community. As York's electronic journal collection through national and regional consortia purchases grows, the number of requests for journal articles decline.

Figure 1: Resource Sharing Department Lending 1992-2007



Source: York University Libraries

ENHANCE RESEARCH

Several projects are making York Research more accessible on the Web.

- YUL supports several Canadian scholarly journals through its installation of Open Journal Software.
- Digital initiatives in the Libraries are aiding researchers in digitizing research and making it easier to find on the Internet.
- The Libraries are collaborating with research institutes to improve access to their resource collections and research publications.

STUDENT ENGAGEMENT & INFORMATION LITERACY

YUL presentations at Senate and the Academic Planning Forum demonstrated the link between Libraries and students who are engaged and informed learners. Such students are well on their way to becoming engaged and informed citizens.

- A key priority in the Libraries' Information Literacy Manifesto, is the integration of information literacy into the curriculum to better equip our graduates with critical literacies necessary in today's society. Psychology and nursing are two of the areas under development.
- The Libraries initiated new programs such as the successful Research Frontiers program designed for faculty and graduate students which will be expanded in 2007-2008.
- They collaborated with new campus partners such as the Center for Academic Writing and the Learning Skills Program.

LIBRARY 2.0

According to a Canadian library IT leader, Stephen Abrams, Web 2.0 is ultimately about a social phenomenon – not just about networked social experiences but about the distribution and creation of Web content itself, "characterized by open communication, decentralization of authority, freedom to share and reuse, and the market as a conversation." YUL has been actively exploring and applying Web 2.0 applications.

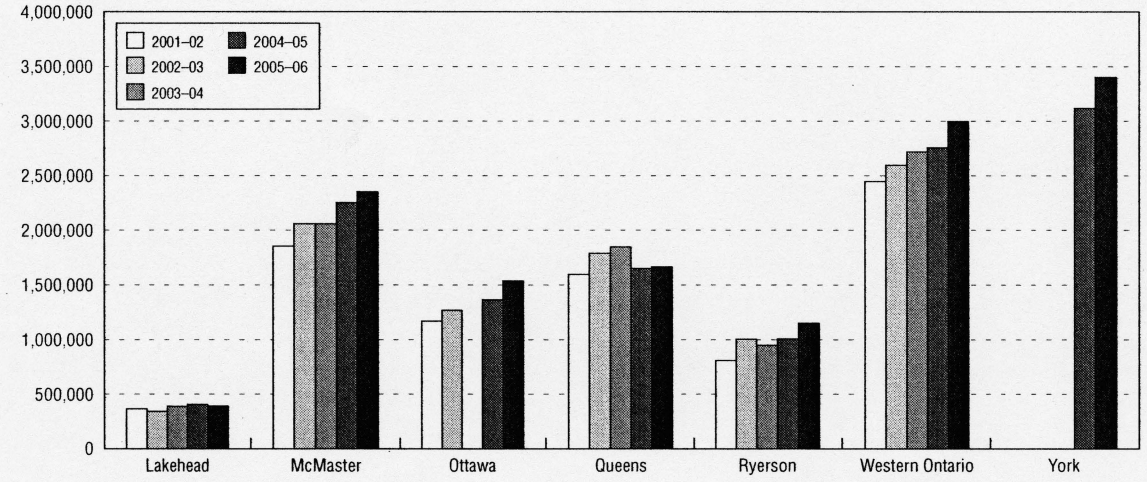
- Librarians provided classes on using blogs, Wikipedia and social book marking tools (Del.icio.us) for research.
- Web 2.0 applications such as the Library Renovation Blog enhanced communications.

LIBRARY SPACES

Libraries are highly valued by students as a place to study and learn outside the classroom.

- The York Student Association ranked library study space the top priority.
- For the third year, York's Computing Network Services online survey revealed that students consider the library as the best place on campus to study and learn with computers outside the classroom.

Figure 2: Total Annual Gate Count per Year



Source: York University Libraries

Figure 3: Tenure Stream Faculty by Home Faculty as of October 1st

Stream	Rank	2005-2006 Probationary	2005-2006 Tenured	2005-2006 Total	2006-2007 Probationary	2006-2007 Tenured	2006-2007 Total
Librarians	Chief Law Librarian	0	0	0	0	1	1
		0.0%	0.0%	0.0%	0.0%	2.2%	2.2%
	Librarian 1	0	0	0	0	1	1
		0.0%	0.0%	0.0%	0.0%	2.2%	2.2%
	Assistant Librarian	11	0	11	12	0	12
		27.5%	0.0%	27.5%	26.7%	0.0%	26.7%
	Associate Librarian	3	23	26	6	22	28
		7.5%	57.5%	65.0%	13.3%	48.9%	62.2%
	Associate Professor	0	0	0	0	1	1
		0.0%	0.0%	0.0%	0.0%	2.2%	2.2%
	Senior Librarian	0	3	3	0	2	2
		0.0%	7.5%	7.5%	0.0%	4.4%	4.4%
Total Librarians		**14**	**26**	**40**	**18**	**27**	**45**

Excludes new appointments beginning after Oct 1/06

Source: Office of Institutional Research and Analysis

- Computer workstations were added in Steacie Science and Engineering Library.
- A silent study hall was created in Scott Library.
- Extended library hours were offered for late night study.
- Renovations began to provide over 300 study tables wired for lap tops.

A recent comparison of library study spaces at York University Libraries versus University of Western Ontario, points to a large gap between the demand for library study spaces by York's students and the ability of existing library structures to meet that need. In 2005-2006 the University of Western Ontario (UWO) with a gate count of 2,998,709 had 4,425 seats available for 31,336 students or approximately 7 students per study space. In comparison York's gate count was 3,402,746 with 44,954 students vying for 2,638 seats or 17 students per study space.

Budget

Expenditures in 2006-2007 for the Libraries were in three major categories: salaries and benefits for 161 full-time staff and 217 part-time student assistants; print and electronic collections; and general operating expenses. The total librarian complement was 39.9 FTE. This number will change in 2007-2008 as three additional continuing appointments begin in the spring of 2007. Additional resources are being directed to four areas: services for students with disabilities, digital initiatives, information technology and archives and special collections.

Once again the Libraries supplemented the acquisitions budget by transferring $700,000 in one-time-funds from the operating into the collections budget. Consortia purchases are building a core collection of electronic resources for the social sciences and humanities. York University Libraries, through its membership in the Ontario Council of University Libraries, owns and operates the $2.25 million Scholars Portal system which archives research collections. Additional Scholars Portal fees in 2007-2008 will support new digital archive standards and add Data and E-book storage and retrieval modules.

Carry forward funds have been carefully allocated to ensure students are successful in their academic careers at York. It is essential for the University to support the application of $3M+ in carry forward funds for planned renovations to Scott Library. In the summer of 2007 over 200 study spaces on first and third floor Scott Library will be renewed with tables and carrels equipped with table lamps, power outlets and internet connections. On third floor Scott, 100 additional wired study spaces will be created while the installation of compact shelving will increase shelving capacity. In 2008 and 2009 further renovations will relocate staff spaces to the first floor allowing the library to provide 200 additional study spaces on the second floor. $800,000 in funds is targeted towards the renewal of public library workstations. Each year an online survey by CNS affirms most students regard library computing spaces as the best place to work outside the classroom.

University Libraries

(Dollars)	Operating Results by Expense Type 2006-2007 Budget	2006-2007 Actuals	2007-2008 Budget
Revenue:			
External cost recoveries	912,350	988,343	921,500
Internal cost recoveries	132,203	9,800	109,926
Other revenues	26,251	100,190	27,135
Central allocations	22,858,731	22,743,277	24,269,588
Total Revenue	**23,929,535**	**23,841,610**	**25,328,149**
Expenses:			
Faculty - Administration	427,853	481,565	559,946
Faculty - Full-time	3,846,515	3,804,150	4,423,218
Faculty - Contract	169,999	232,768	307,911
Teaching assistants	5,700	3,575	5,750
Research	139,099	209,828	28,800
Support/Administration	7,720,176	7,585,495	8,180,601
Other	16,171	60,566	16,171
Total Salaries and Benefits	**12,325,513**	**12,377,947**	**13,522,397**
Operating costs	11,013,412	10,696,830	12,808,829
Amortization of capital assets	-	-	-
Cost of goods sold	142,000	84,005	107,000
Taxes and utilities	87,070	95,826	88,070
Scholarships & bursaries	-	-	-
Interest on long-term debt	-	-	-
Total Expenses	**23,567,995**	**23,254,608**	**26,526,296**
Total Revenue less Expenses	**361,540**	**587,002**	**(1,198,147)**
Previous Year's Carryforward	**3,607,205**	**3,607,205**	**4,194,207**
Carryforward to Next Year	**3,968,745**	**4,194,207**	**2,996,060**

Goals and Objectives, 2007-2008

Key priorities for the Libraries will be the four areas of focus in its new Strategic Plan:

Research collections:
- Expand online content and enrich research holdings
- Improve knowledge discovery of library collections and information resources

Build a responsive and innovative organization:
- Provide programs to prepare staff for tomorrow's services
- Enhance IT infrastructure hardware, software and practices

Create vibrant library spaces for research and discovery:
- Enhance the virtual gateway
- Provide great library spaces for learning
- Promote the library as a centre of intellectual inquiry and cultural exchange

Advance teaching, learning and research:
- Make York research easily discovered
- Optimize library experiences for students with disabilities
- Develop programs that engage students in learning critical information literacies

Division of the Vice-President Research & Innovation

Stan M. Shapson, VP
David B. Dewitt, AVP
K.W. Michael Siu, AVP

Introduction

Research is at the heart of the mission of universities. Through their research activity, universities create new knowledge for the benefit of Canadians, prepare the next generation of highly qualified people, and transfer knowledge that contributes to new scientific and technological discovery, to wealth creation, to social and cultural developments, and to enhancements in our quality of life. Because of this, research remains an important part of the innovation plans for governments at all levels and a core endeavour of York University – reinforced as the paramount objective in the current University Academic Plan (UAP). Both the recently released Federal S&T Strategy and the anticipated Ontario Innovation Strategy will shape the face of research investments in Canada over the next decade. These strategies will continue to provide support for basic research across the academy. At the same time, however, governments are calling for stronger alignment of academia with regional innovation needs, enhanced interaction between academia and industry, and targeted investments in research areas viewed as strategically important for the country.

Opportunities & Threats

By establishing the growth of research as the paramount objective, the UAP provides York with an unprecedented opportunity to mobilize the University's energies and transform the institution into one that is more research intensive. York must now set in motion the implementation plan and investment strategy necessary to transform the University into one of Canada's top research universities. And it simply cannot wait. Institutions across the globe continue to make more investments into their research, and the gap between many of our competitors and York continues to widen. If York is to emerge as one of Canada's preeminent research universities it is crucial that the current UAP be acted upon to transform the future of the University and ensure York's opportunity to attract and retain the top faculty and students, to access all possible sources of financial support, and to be considered a major force by those whose decisions effect it. In the face of increasing competition, now is the time for decisive action.

York is blessed with many assets that other institutions can only wish for – innovative faculty members, areas with historical research strength, a location in the heart of the Greater Toronto Region, and some 50,000 active students. While it is clear that the University has some important strength from which to build, it is important to also recognize areas of weakness. York's weaknesses have emerged from a combination of historical factors, and internal and external pressures. In order for York to develop into one of Canada's preeminent research universities, it is crucial that we recognize and address our weaknesses and threats and make the decisions necessary to transform York into a more research-intensive university. York currently finds itself in an enviable position with internal and external opportunities presenting themselves. The University may not again find itself in a position with so many internal and external opportunities colliding at the same time, and therefore, must ensure that it aggressively and decisively acts upon and seizes these opportunities to grow its research.

Divisional Structure & Goals

The division of the VPRI includes the Office of the VPRI, the Office of Research Services (ORS), the Office of Research Ethics (ORE), university-based Organized Research Units (ORUs), and services such as technology transfer, knowledge mobilization and industry liaison. The Office of VPRI also includes an Associate Vice-President Research, Science & Technology and an Associate Vice-President Research, Social Sciences & Humanities.

The Office of the Vice-President Research & Innovation (VPRI) was established in 2000 to assume institutional leadership and overall responsibilities for research and is responsible for strategic research planning, promoting a pervasive and sustainable research environment, strengthening research services, and communicating the results and impact of York's research, both internally and externally.

The office is specifically responsible for overall research leadership, divisional budgeting and human resources, as well as internal and external strategic planning, research communications, and external (including government) relations. The vice-president represents the university on a number of external boards and provides internal reports on research to Senate, the University's Board of Governors, and the York Foundation's Board of Directors.

The Office of Research Services is responsible for delivering research grant and contract services to faculty members at York (including infrastructure programs such as CFI). In addition, ORS delivers services in the areas of technology transfer, knowledge mobilization, commercialization, and industry liaison.

The Office of Research Ethics is responsible for overseeing York University's commitment to the highest standards of integrity in research and delivering ethics services and support to the

university research community. ORE ensures that all projects involving the use of human subjects, animals, and biohazardous materials are subject to review by the appropriate University committee and that accreditation standards, and university and external ethics policies are followed.

The University's strategic research vision is focused on building upon disciplinary strengths and growing capacity within four university-wide thematic areas of research – Health, Environment & Sustainability, Culture & Entertainment, and International Studies – while also growing capacity within interdisciplinary and collaborative research. The strategic vision is also focused on positioning York as a research innovator (both a scientific innovator and a social innovator) and driver of economic growth within its geographic region, with a particular emphasis on outreach to the regional Municipality of York.

The overarching objectives of the division of the VPRI are to grow York's research performance, research intensity, and research outputs, and to strengthen and promote a pervasive and sustainable research culture internally and externally that enhances the opportunity for and reputation of York University's research and Canadian innovation worldwide.

The VPRI has set five core goals for the division:

- Work with colleagues across the institution to ensure that every researcher is provided with top-level service and support, space and equipment, and ensure the growth of York's basic research strengths.
- Focus on the growth of research by building on the University's strengths and expanding activity in strategic research areas.
- Enable and expand York's research and innovation outreach, including a particular emphasis on outreach and partnerships within the Town of Markham and within the Regional Municipality of York.
- Celebrate research successes so that York's strengths are understood and embraced by the entire York community.
- Increase York's external research reputation by strategically communicating the vision for research to external stakeholders.

Importance of Data

Since the creation of the Office of the VPRI the collection of research data, comparative analysis of the University's research performance, and meaningful analysis of trends in performance have been key objectives. As well, the current UAP established an institutional objective to *"develop the means – both quantitative and qualitative – to measure and document York's research successes."* In 2005-2006 the University began to take important strides forward in meeting this objective and much new data on research are available in last year's and in this PBA.[1] In 2006-2007 the division took a number of additional steps forward to ensure that it had the capacity to develop research policies and plans that are informed both by goals and by evidence. These steps included the hiring of a research data and information analyst, the acquisition of key research data sets, and a renewed alignment between VPRI and the Office of Institutional Research & Analysis. The collection and analysis of research data – input, output, and impact measures – will remain an important objective of the University in 2007-2008 and beyond and through the Office of the VPRI and Senate bodies such as APPC and SCOR deeper analysis will be brought forward.

It must be the commitment of all units at the University to move forward a new culture of evidence-based decision making at York. Ensuring that the appropriate research data are captured and analyzed not only through VPRI but also centrally and within individual units will enable development of reliable research indicators, and ensure effective and integrated planning and performance benchmarking.

Research performance, for example, is a comprehensive assessment that takes a number of quantitative metrics into account and combines them with qualitative information. Quantitative metrics are gaining prominence because they are easy to benchmark, objective, and nationally and globally comparative; all important aspects. As the University continues to move forward its analysis of its research performance it remains important that a complete quantitative understanding be created while appropriate qualitative information is agreed upon.

Budget Context and Challenges

VPRI includes the budgets for the Office of the VPRI, the Office of Research Services, the Office of Research Ethics, the University-based Organized Research Units, and a variety of research-related project accounts.

It is important to recognize that many of the cost centres that fall within the division do not receive or rely upon base funding and, because they are funded from external sources, their budget cycles do not necessarily correspond with the University's fiscal year timelines. In addition, the divisional budget for VPRI is difficult to compare year-over-year because of the nature of many of the cost centres that fall within it. The awarding of research-related funding for projects situated within the divisional budget is often done mid-budget year and therefore revenue and expenditures flowing to operating cost centres are not distributed evenly within or among budget years as is the case with most other divisions on campus. Because of the nature and timing of these research activities carry-forwards are often earmarked for strategic allocations occurring in the following fiscal year. Consequently, it is misleading to attempt to analyze year-over-year comparisons based strictly on fiscal year budget figures. To present a clearer picture of the revenue sources and expenditures, the division has recently restructured the organization of the sub-units and is including this new structure in the budget tables.

[1] In order to allow for institution-to-institution analysis, year-over-year comparisons, and our standing against national averages, the primary sources of research income data used by VPRI are the *Financial Information of Universities and Colleges (FIUC)*, an annual publication prepared by Statistics Canada for the Canadian Association of University Business Officers (CAUBO), and data sets from the Federal Tri-Councils.

Division of the VP Research & Innovation

(Dollars)	Operating Results by Unit 2006-2007 Budget	2006-2007 Actuals	2007-2008 Budget
Office of the VP Research & Innovation	4,101,707	5,508,785	5,966,134
Offices of the AVPs Research	353,025	382,335	828,875
Office of Research Services	1,284,765	1,057,951	1,171,367
ORUs & Projects	2,883,110	3,139,048	4,064,945
Total Division of Research & Innovation	**8,622,607**	**10,088,119**	**12,031,321**

Division of the VP Research & Innovation

(Dollars)	Operating Results by Expense Type 2006-2007 Budget	2006-2007 Actuals	2007-2008 Budget
Revenue:			
External cost recoveries	1,215,742	1,092,174	1,466,954
Internal cost recoveries	290,891	407,000	354,715
Other revenues	737,315	1,803,538	1,373,649
Central allocations	5,499,378	5,331,479	6,244,982
Total Revenue	**7,743,326**	**8,634,191**	**9,440,300**
Expenses:			
Faculty - Administration	799,032	770,735	865,985
Faculty - Full-time	13,112	35,394	-
Faculty - Contract	15,146	23,400	23,399
Teaching assistants	45,861	50,666	45,395
Research	1,017,529	899,066	1,313,443
Support/Administration	2,972,948	3,072,293	3,365,978
Other	374,649	417,774	527,683
Total Salaries and Benefits	**5,238,277**	**5,269,328**	**6,141,883**
Operating costs	3,249,255	4,220,592	5,363,398
Amortization of capital assets	-	-	-
Cost of goods sold	-	-	-
Taxes and utilities	133,075	149,268	154,947
Scholarships & bursaries	2,000	-	3,000
Interest on long-term debt	-	448,931	368,093
Total Expenses	**8,622,607**	**10,088,119**	**12,031,321**
Total Revenue less Expenses	**(879,281)**	**(1,453,928)**	**(2,591,021)**
Previous Year's Carryforward	**3,105,880**	**3,105,880**	**1,651,952**
Carryforward to Next Year	**2,226,599**	**1,651,952**	**(939,069)**

In 2007-2008 the division will be entering into a process to develop a business plan in response to the recently completed university-wide budget review exercise. This new business plan, a framework document for the next five years, will guide centrally-allocated priority investments to support strategic research needs, while continuing the University's commitment to provide the resources necessary for high-quality research services to all faculty members.

In order to realize the objectives of the UAP and to position York as a leading research university it is crucial that financial support for the research enterprise is enhanced through both central allocations and local investments at the Faculty and department level. Historical challenges of under-funding of core services to researchers remain and are most critical in the provision of funds for adequate labs and equipment in health and science. In addition, new funds must be allocated to support innovative uses and special projects to create the research opportunities that will allow York to develop into a research-intensive university, and provide faculty researchers with the means to better access external funds.

Key Research Challenges: Progress & Persistent Issues

In recent editions of the PBA and in presentations to Senate and the Board of Governors York's research challenges have been highlighted. While the University has been witness to increases in research income over the past several years, it has yet to make the type of fundamental leap forward envisioned by placing research intensification as the paramount objective of the current UAP. Three key challenges remain critical impediments to the ability of the University to enhance and intensify its research: inadequate research infrastructure (space and equipment); the distribution of the faculty complement and a lack of strategic and cluster appointments that support research; and a need to enhance York's research reputation with external audiences. While progress has been made on some of these challenges, other issues persist. Addressing and overcoming these challenges must be seen as a collective responsibility for York with every unit across the University contributing to the solution.

RESEARCH INFRASTRUCTURE

Ensuring that our researchers and graduate students have access to ample and state-of-the-art research space, and leading-edge equipment, technology, and archives is fundamental to our ability to be a research-intensive university and to recruit and retain world-class faculty members and students. However, York consistently appears near the bottom of rankings of available research space, including the Council of Ontario Universities (COU) space survey and the CanWest News measure of the distribution of classroom and research space at universities. For example, of the 19 universities surveyed across the country the CanWest survey revealed that York sat 19th with 8.5 net assignable square metres of teaching space for every one square metre of research space – far below the other 18 institutions which had measures ranging from 1:1 up to 8:1 in favour of research space. In addition, York has not previously had the resources available to invest into large-scale, leading-edge scientific equipment such as an fMRI.

This past year the University took some important first steps to recognize and respond to the infrastructure challenge, including the redevelopment of the former ice palace into new health science laboratories, the development of social science research space as part of the Archives of Ontario building, and the allocation of capital resources toward the acquisition of an fMRI machine.

Moving forward in 2007-2008 and beyond, it is critical that the University place an emphasis on investing its own resources to address the shortfall in research space and to ensure that our researchers have access to world-class equipment and tools.

FACULTY COMPLEMENT

As York moves forward its strategy to become a leading research university increasing the intensity of its research activity is the key challenge to be overcome. Across the professoriate all faculty members must have active research agendas, supported by external funding and access to outstanding services when applying for and administering external funding. Intensifying research activity across the professoriate must become a part of the culture of York and a key consideration in all future complement planning.

It is crucial the University begin to develop a framework for strategic research and cluster appointments. Faculty hiring at the University is still based predominantly on undergraduate enrolment needs and few, if any, strategic research appointments are made that might help to drive interdisciplinary research programs, build critical mass in areas of demonstrated research strengths, or align research activity with regional and external partnership objectives.

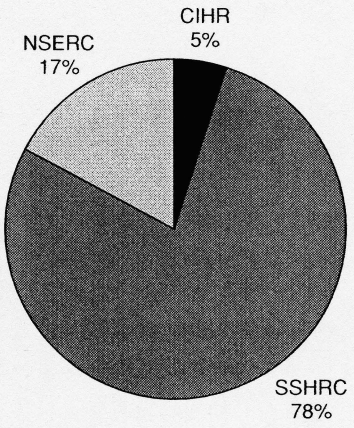
As well, most faculty appointments that are made at York are considered early-career faculty members, even when replacing senior scholar retirements. This situation puts a particular strain on research as senior scholars are often amongst the most productive researchers. Replacing productive researchers, many of whom may have been receiving significant external research funding with young faculty members who may take years to develop significantly-funded research programs creates a situation where research income may decline in areas that had been historically strong at the University.

Developing both a short-term and long-term faculty hiring strategy that better addresses the UAP objective of research intensification must be a priority for the University.

The importance of growing York's science and engineering cohorts will need to be a key part of both short-term and long-term complement planning. This is a critical challenge for York in moving research intensity forward. When faculty complement is analyzed in relation to the three national granting councils (SSHRC, NSERC, and CIHR) instead of the normal Faculty or Departmental affiliations, and when these data are then compared against other institutions across the country a most anomalous picture emerges.

As Figure 2 shows, York's complement is heavily weighted towards faculty members who are SSHRC-eligible, creating the largest imbalance among the three granting council cohorts in the country.

Figure 2: Distribution of York's FT Faculty Members by Eligible Granting Council (FY2006)



Source: VPRI and OIRA

In fact, when compared in Figure 3 to the national averages York's anomalous distribution is magnified. While York's percentage of faculty members within the CIHR cohort is at the national average for non-medical universities, it is the discrepancy between the SSHRC and NSERC cohorts that is the biggest challenge.

Figure 3: National Distribution of FT Faculty Members by Eligible Granting Council (FY2004)

	Medical Universities	Comprehensive Universities	Undergraduate Universities	All Universities
SSHRC	43%	60%	69%	51%
NSERC	31%	35%	28%	31%
CIHR	26%	5%	3%	18%

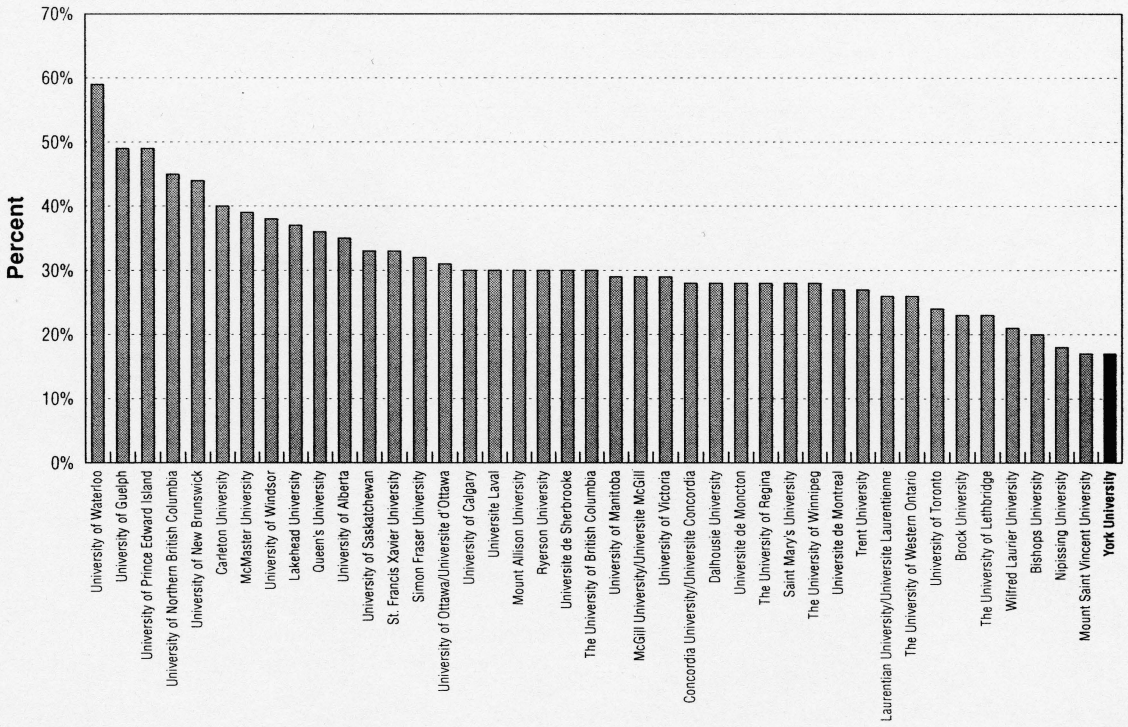
Source: VPRI from Maclean's Survey information acquired by OIRA

York maintains one of the largest SSHRC cohorts in the country as a percentage of overall faculty complement. However, as Figure 4 shows, its NSERC cohort as a percentage of overall complement (17 per cent) is the lowest in the country.

Over the past several years the distribution of York's NSERC cohort and SSHRC cohort has gone unchanged with the proportion of each changing no more than a single percentage point. Taking action to grow the science and engineering cohorts is a critical priority for the University.

York's small NSERC cohort is a key challenge for the University in growing research performance and its share of graduate enrolments. Figure 5 provides a view of the allocation of research funding across the country and of the imbalance between funding for medical, science, technology, and engineering research (i.e. CIHR and NSERC) and social sciences/humanities research (i.e. SSHRC). While York and other universities continue to lobby for more balanced funding, few signs point to governments making any radical policy changes to help correct this funding imbalance over the coming years.

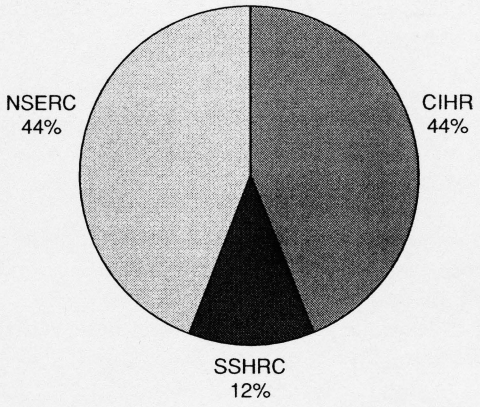
Figure 4: NSERC Cohort as a Percentage of Overall FT Faculty Complement (FY2003)



Source: VPRI from Maclean's Survey information acquired by OIRA

NOTE: Information is not available on Université du Québec à Montréal or Memorial University of Newfoundland.

Figure 5: Approximate National Distribution of Federal Research Investments by Research Council (FY2005)



Source: VPRI from SSHRC data

As stated earlier, it is also important to recognize that governments and other funders are continuing to focus their research investments into targeted areas they view as economically important. Many of these new investments are in areas where York has traditionally not had strengths (e.g. bio-energy), are in disciplines primarily within the NSERC cohort (e.g. engineering), or available only to researchers within medical schools. York's ability to contribute and to access these new sources of funds will require growth in strategic areas of science and engineering.

RESEARCH OUTREACH & PARTNERSHIPS

The VPRI outreach and partnership strategy has been designed to enhance York's research reputation with external stakeholders while providing an opportunity to diversify its sources of research funding and to grow its research programs.

In 2006-2007, several of York's flagship research outreach projects continued to move forward. The Innovation Synergy Centre in Markham and YORKbiotech, which have both been highlighted in past PBAs, are now well established. The consortium to establish a National Centre for Medical Device Development, led by the University and the Town of Markham, gained additional momentum this year, and the proposal to create the Consortium on New Media, Creative, and Entertainment R&D in the Toronto Region (CONCERT), led by the University in collaboration with Ryerson and OCAD, received the highest level of funding in Ontario through the province's Entertainment & Creative Cluster Partnerships Fund. In addition, York University, together with the York Region Human Services Planning Coalition and the United Way of York Region continue to develop York Pulse, a collaborative framework for civic engagement aimed at utilizing social science and humanities research to strengthen the quality of life of the residents of York Region.

Source: from published StatsCan/CAUBO data

In 2007-2008, the office of the VPRI will continue to move forward the University's flagship research outreach projects while working with ORUs, Faculty and departmental units, and individual researchers on ways to enhance the University's research outreach and partnership opportunities. It will be important that the University seizes fully on the opportunities that are being presented to it through these research and innovation partnerships.

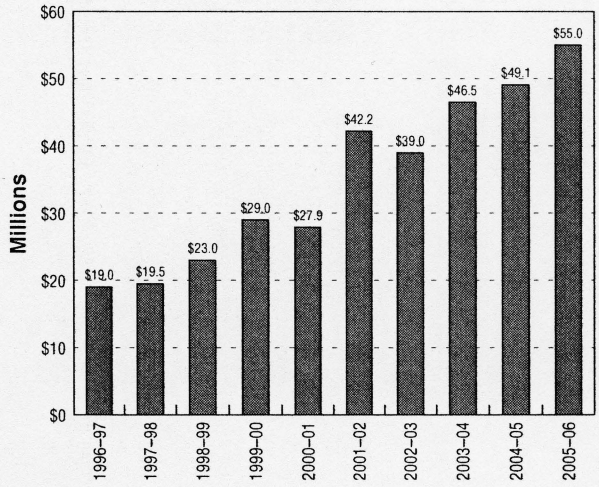
Research Performance

The UAP provides the University with an important opportunity to grow its research performance and research intensity. In order to ensure the establishment of appropriate research goals for the University a thorough understanding of its performance and situation within the national system is necessary.

TOTAL EXTERNALLY-SPONSORED RESEARCH INCOME

As illustrated in Figure 6, York's annual research income has grown steadily, but conservatively, over the past decade and currently sits at approximately $55M. This growth can attributed to a number of factors that are both internal and external to the University, including a growth in the overall available funding for research in Canada. In recent years, however, growth in the system has slowed and institutions are aggressively competing to maintain and grow their share, and through it their research reputation.

Figure 6: York's Annual Research Income from all Sources

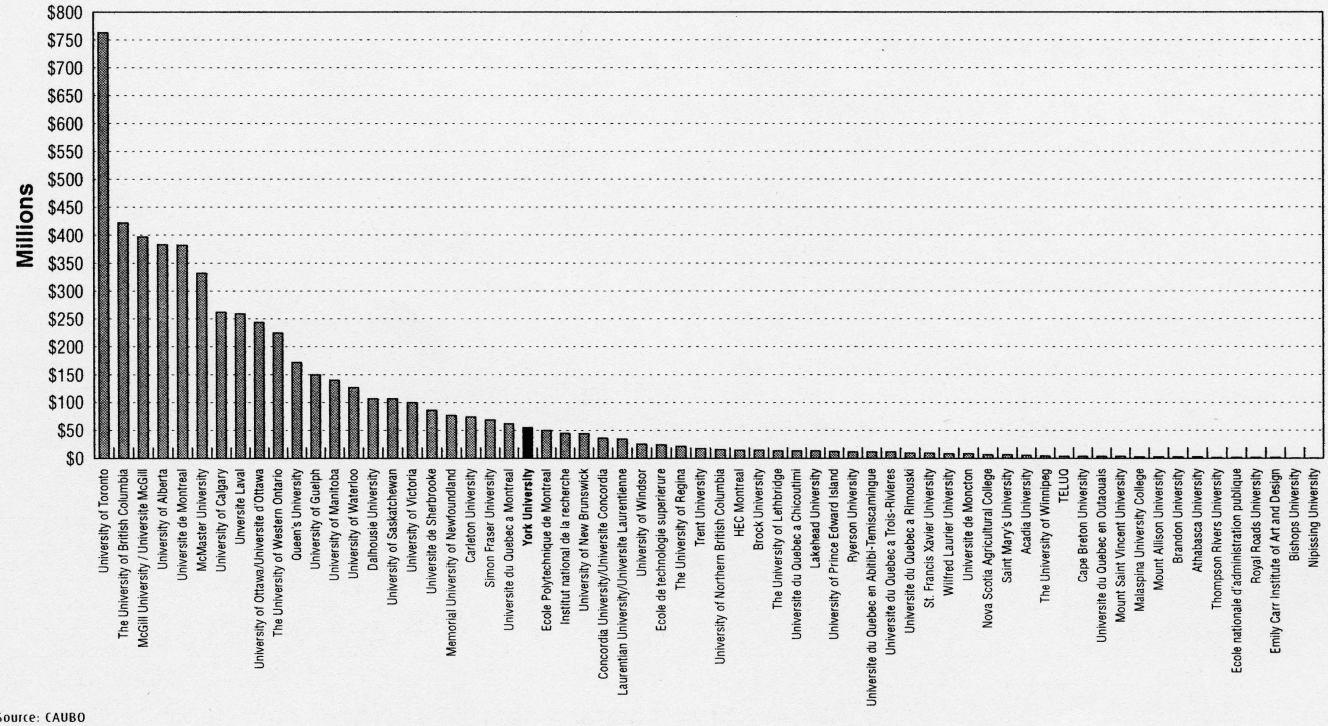


Source: CAUBO.

Over the past 6 years (2000-2001 to 2005-2006) York has been outperforming the system, growing 97 per cent versus 67 per cent growth for the system. However, in spite of its growth, York remains unable to increase its place in the national rankings of research income, fluctuating between the 23rd and 24th ranking over the past several years. While it is now generally accepted that these rankings paint only a simplistic picture of academic research performance, they remain one of the most important determinants of research stature in the minds of external stakeholders – government, donors, and the public.

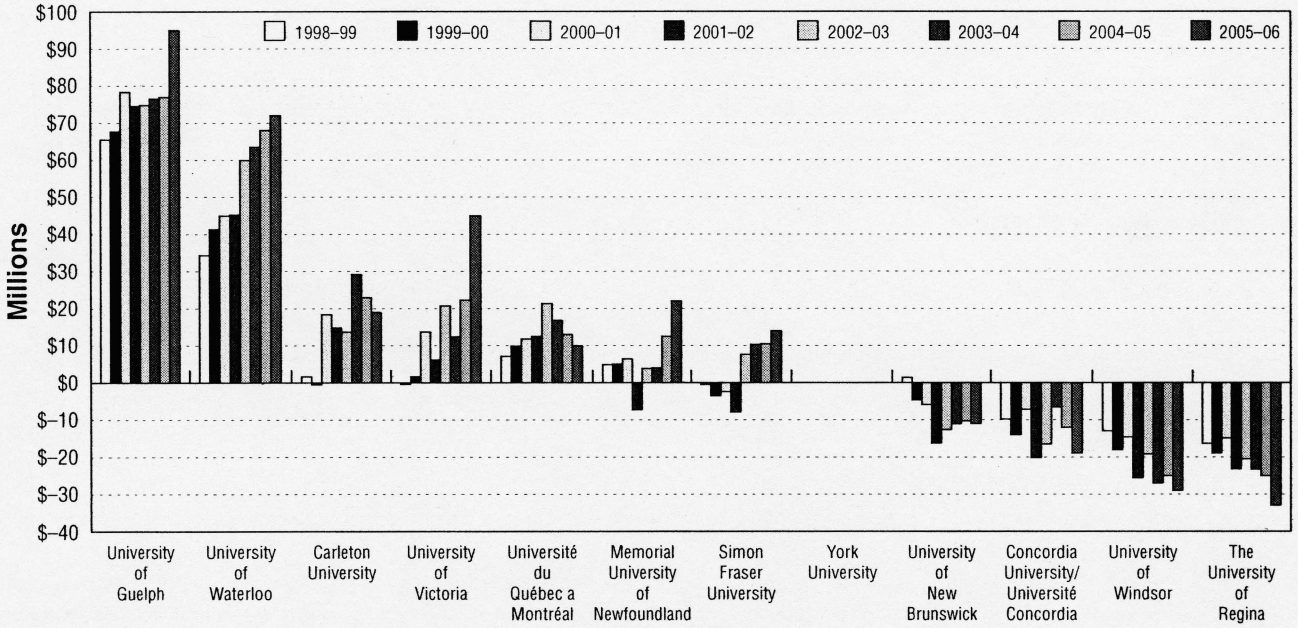
Figure 7 shows the position of York's annual research income in 2005-2006 relative to the other institutions within the system. In

Figure 7: Total Sponsored Research Income (FY2006)



Source: CAUBO

Figure 8: Comparator Gap Analysis



Source: CAUBO

2005-2006, York's share of the total research dollars within the system amounted to only one percent (up slightly from 0.94 per cent in 2004-2005). The top 10 ranked universities account for more than 66 per cent of the system in 2005-2006 or an average share of more than 6 per cent each (unchanged from 2004-2005).

The rankings and growth data reveal that York is only solidifying itself in its current position within the system. It is unlikely that York will make any substantial gain in share within the system without making some fundamental changes.

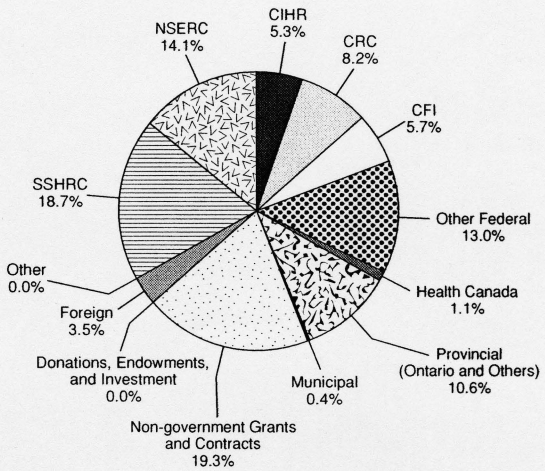
It is clear that the research income gap between universities is growing every year and York continues to fall further behind its competitor institutions. Figure 8 demonstrates the widening gap using York's research income as the constant. The institutions above York in the rankings continue to pull further ahead in total research income, while those behind fall further away. Only in the case of UQAM does York seem to be catching up to a higher-ranked institution (having reversed an earlier trend that had seen UQAM pulling away from York for several years), while UNB seems to be the only lower-ranked institution catching-up to York. In recent years, institutions such as Carleton, Victoria, UQAM, Memorial, and SFU had research income equal to York. Troubling, however, is that each of these institutions has now surpassed York in total research income through far more significant growth than York.

Dramatically increasing its annual research income and ranking are critical priorities for the University.

SOURCES OF EXTERNALLY-SPONSORED RESEARCH INCOME

As Figure 9 shows, York University researchers receive funding from a wide variety of external sources that include both public and private, and domestic and international.

Figure 9: York University's Sources of Research Income (FY2005-2006)



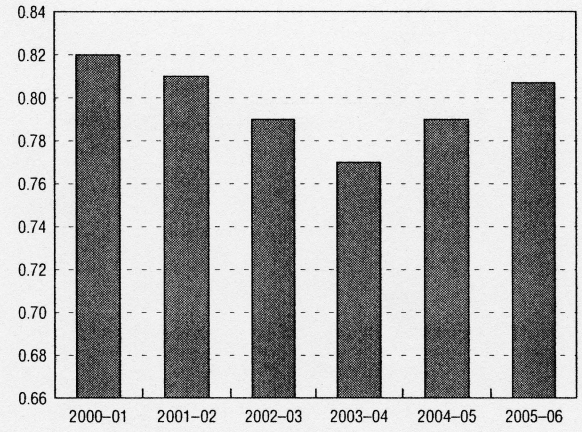
Source: CAUBO

Almost all universities in Canada are reliant on public (i.e. government) sources (municipal, provincial, federal, foreign) of funding for the majority of their externally-sponsored research income. Only two universities in Canada (McMaster and HEC Montreal) consistently receive less than 50 per cent of their

income from government sources. Across the system, 75 per cent of funding stems from government sources (this is unchanged in several years).

As Figure 11 shows, however, York is more reliant on government sources than the national average, relying on government sources for 81 per cent of its sponsored research income in 2005-2006 (up from 79 per cent in 2004-2005). As Figure 10 shows, there had been a small downward trend in York's reliance over a few years, however, over the most recent couple of years York's reliance on government funds has risen again. As with other measures, the evidence points more to York solidifying its position rather than making any inroads into this challenge.

Figure 10: York's Annual Reliance on Government Sources



Source: CAUBO

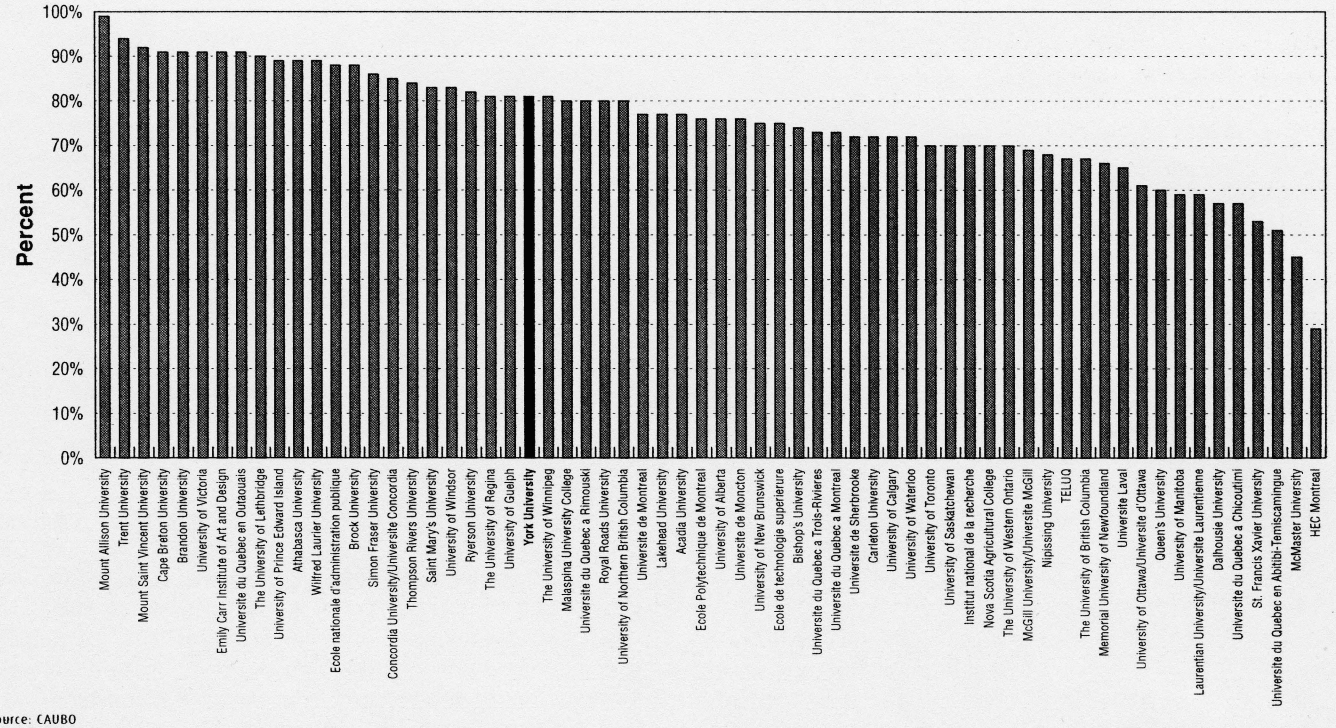
A closer examination of the reliance on government sources for research funding reveals some interesting statistics. York's national position is shown in Figure 11. Of the 17 institutions in Canada with more than $100M in annual research income, 15 are less reliant than York on government sources (the University of Guelph has a major ongoing research contract with the Ontario Government that accounts for much of its reliance). Together these 17 institutions have a reliance of only 68 per cent, thus possessing far more diversified portfolios of income than York. A more diversified portfolio allows institutions greater opportunity to tap into non-governmental sources, to spread out their risk, and to avoid many of the issues associated with government funding (i.e. fixed pools of available funding, imbalances between disciplines, short-term demands, and cuts).

The corollary of greater reliance on government sources of income is the lesser reliance on non-governmental sources of research income (i.e. private foundations, industry, individual donations and endowments). Unlike government sources with primarily fixed amounts of available investment, non-governmental sources can be viewed as having rather unlimited potential.

In 2005-2006 there was $1.7B reported in non-governmental research investment into universities across Canada (up 9 per cent from the previous year versus only a 5 per cent increase in government sources). As Figure 12 shows, York continues to capture only a very small share of this funding (0.63 per cent in 2005-2006 and 0.66 per cent in 2004-2005). This, however, presents an important opportunity for future growth if York is able to capture an increased share.

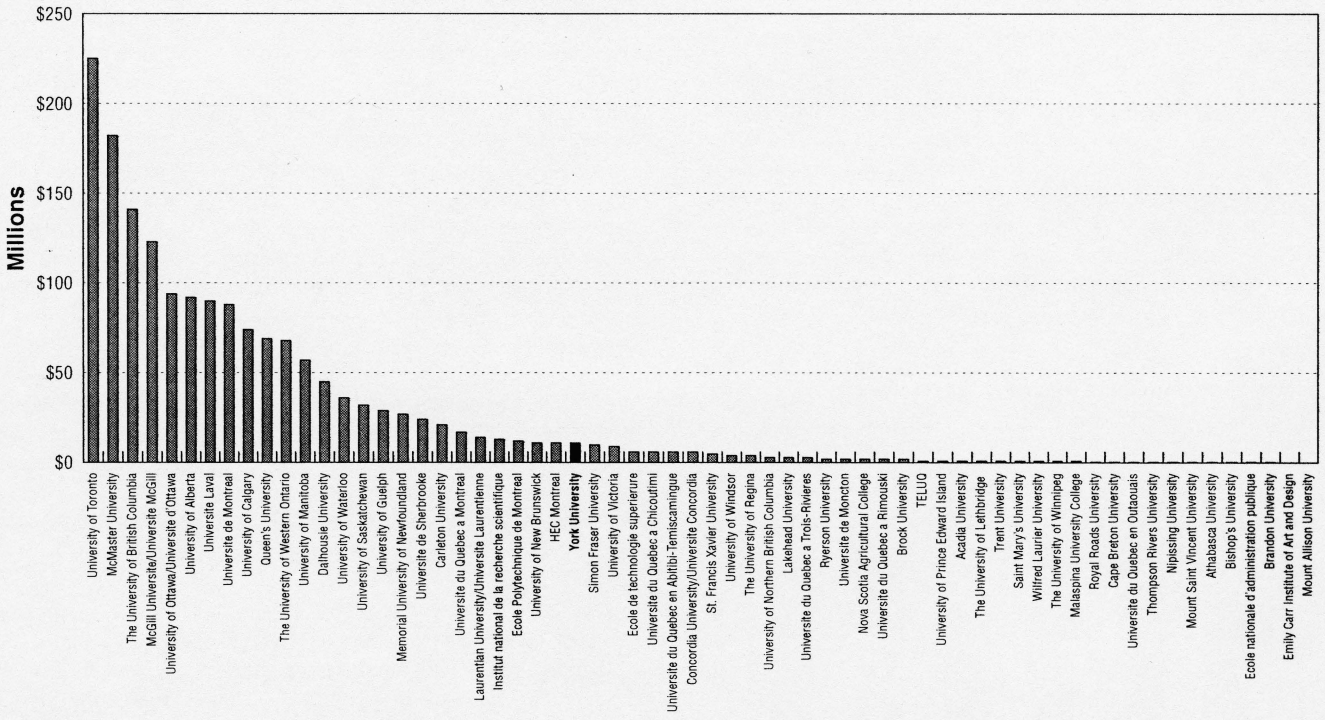
Similar to total research income from all sources, the top-10 institutions have a dominant share of the total non-governmental

Figure 11: Percentage of Research Income from Government Sources (FY2006)



Source: CAUBO

Figure 12: Total Research Income from Non-Government Sources (FY2006)



Source: CAUBO

research dollars within the system in 2005-2006, accounting for almost 70 per cent (unchanged from 2004-2005).

While it remains important for York to continue to increase its research income from all available sources (including increasing tri-council income because of the associated allotment of Canada Research Chairs and indirect costs investments that increase as tri-council income increases), there is a concurrent need to diversify more fully its balance of sources. In future years, York should aim to ensure that non-governmental sources of research income account for at least 30 per cent of its overall research income.

In order to realize this objective, it will be important that individual departments and Faculties establish similar targets and a goal to increase non-governmental sources of funding. No Faculty is currently at the 30 per cent target. In fact, some faculties show little or no income at all from non-governmental sources. Currently, non-governmental sources of research income account for approximately 14 per cent of the Faculty of Science & Engineering's income. Given that a high percentage of the dollars from non-governmental sources include industry-sponsored chairs and contract research within areas of science and technology, Faculties such as Science & Engineering and Health have an important opportunity to increase their research income in these areas. Likewise, the Schulich School of Business and Osgoode Hall Law School may have more opportunities through policy-related and consulting research contracts to increase their percentage of research income from non-governmental sources.

Diversifying its sources of research income, reducing its reliance on government sources of funding, and increasing the amount of non-governmental investment into research at York is an important priority for the University.

PARTICIPATION RATES AND PERFORMANCE IN EXTERNALLY-SPONSORED RESEARCH

Increasing participation rates (defined as percentage of faculty members holding an external research grant or contract) and research income intensity (calculated as total research income divided by total FT faculty members) in externally-sponsored research are critical challenges for the University. As Figure 13 shows, only 31 per cent of FT faculty at York held an external research grant or contract in 2006-2007 (up slightly from 27 per cent in 2005-2006) and research intensity was only $28K (unchanged from 2005-2006). In fact, research intensity remains a critical issue for York as the University is consistently ranked only 40th or lower among Canada's universities by this measure. Recognizing these challenges the UAP states the need to "cultivate increased research activity across the entire professoriate" and "consider new and better ways of increasing participation".

Given the particular importance of the federal granting councils to university research in Canada, the following sections provide a deeper analysis of York's performance within these funding sources.

Natural Sciences & Engineering Research Council of Canada (NSERC)

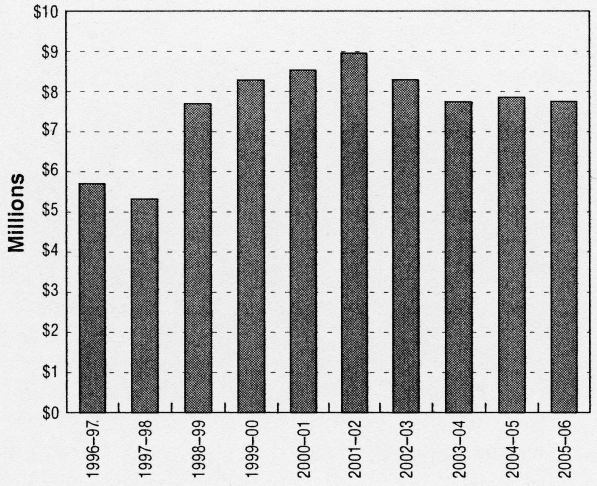
As Figure 14 shows, York's total research income from NSERC sits at approximately $8M. One notes, however, that this has been stagnant or declining over the past several years. This recent pattern may be a reflection of the relatively large number of senior faculty retirements in recent years and their replacement with early-career researchers who have yet to develop well-funded research programs, and in an era when funding is becoming much more competitive.

Figure 13: Research Performance Chart – York University Totals (All Faculties plus institutional numbers) for the year 2006-2007

	Performance by Eligible Tri-Council Cohort			
	CIHR	NSERC	SSHRC	Total
Performance Measure (Full time faculty members)				
Number of FT faculty members (at Oct. 1st)	82	222	1022	1326
Number of FT faculty members holding an external grant or contract	40	151	222	413
Percentage of FT faculty members holding an external grant or contract	48.8%	68.0%	21.7%	31.1%
Number of FT faculty members holding a tri-council grant	36	147	175	358
Percentage of FT faculty members holding a tri-council grant	43.9%	66.2%	17.1%	27.0%
Total FT faculty research income from all sources	$6,275,484.26	$14,310,082.32	$17,611,032.77	$37,825,265.35
FT faculty research income intensity	$76,530.30	$ 64,459.83	$ 17,231.93	$28,525.84
Total FT faculty research income from the tri-councils	$3,807,424.55	$ 6,117,182.00	$ 5,917,924.97	$15,842,531.52
FT faculty tri-council research income intensity	$ 46,432.01	$ 27,554.87	$ 5,790.53	$ 11,947.61
Number of tri-council applications by FT faculty members	14	103	138	255
Performance Measure (retirees, adjuncts and others)				
Total research income for retirees, adjuncts and others	$ 316,550.00	$ 134,771.63	$ 2,055,501.73	$ 2,506,823.36
Number of tri-council applications by retirees, adjuncts and others	0	4	0	4

SOURCE: VPRI data from RPTS, OIRA

Figure 14: York's Annual NSERC Income



Source: CAUBO

In 2005-2006 York ranked 27th in the country in total research income from NSERC (a decline from 25th in 2004-2005). This rank is not unexpected given the small size of its NSERC-eligible faculty member cohort. Increasing its ranking will be dependent on growing the science and engineering cohort at York.

Recent data analysis in VPRI raises other important issues in York's NSERC performance. York appears to be far more reliant on the basic individual grant program – the Discovery Grants Program – than other institutions. As well, over the past 10 years York has accessed comparatively fewer of NSERC's various funding programs than have other institutions and these alternative sources of funding have accounted for a much smaller percentage of York's overall NSERC income than they have at other institutions. Additionally, over the past 10 years York has had relatively little income from NSERC's large-scale and collaborative programs which are the programs that produce significantly higher dollar funding awards than the basic Discovery Grants.

In examining NSERC trends at the University it is important to keep in mind that more than 88 per cent of the NSERC-eligible FT faculty at York reside within four Faculties (Science & Engineering, Arts, Health, and Atkinson), with the Faculty of Science & Engineering accounting for almost 54 per cent of the University total.

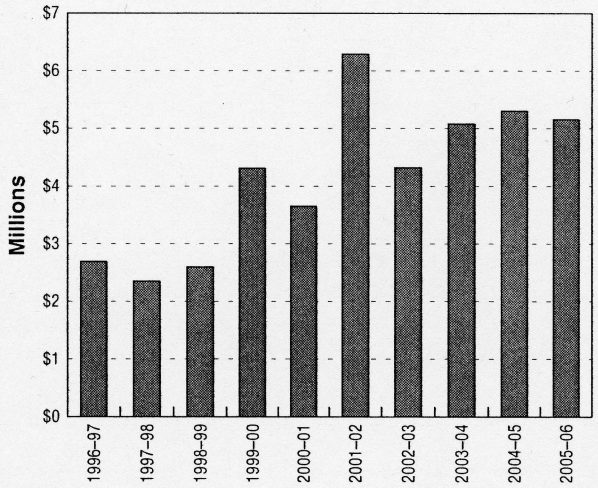
Across the University, 66 per cent of NSERC-eligible FT faculty held a tri-council grant in 2006-2007 (up from 59 per cent in 2005-2006). Among the four Faculties, there was wide variation in the tri-council income intensity from their NSERC-eligible cohort ($37K in Science & Engineering, $22K in Health, $14K in Arts, and $10K in Atkinson) although in each case the figures were at or above their 2005-2006 levels.

It is interesting to note that of the 151 NSERC-eligible faculty members at York who held an external grant or contract, 147 (or 97 per cent) of these held a tri-council grant. This is similar in CIHR where 90 per cent held a tri-council grant. It is significantly different with SSHRC-eligible faculty members where only 79 per cent of those with an external grant or contract held a tri-council award. The importance of NSERC funding to NSERC-eligible faculty members seems far more important than does SSHRC funding to SSHRC-eligible faculty members at York.

Social Sciences & Humanities Research Council of Canada (SSHRC)

As Figure 15 shows, York's total research income from SSHRC sits at approximately $5M. York's total research income from SSHRC has increased only modestly over the past few years. Over the past 5 years, York has ranked approximately 10th in the country in total research income and as low as 13th in some recent years. A decline in ranking over the past few years is noticeable and presents an issue worthy of deeper analysis. It is particularly troubling that York is ranked at these levels during a time where it possesses the second-largest cohort of SSHRC-eligible faculty members in Canada

Figure 15: York's Total Annual SSHRC Income



Source: CAUBO

In examining SSHRC trends at the University it is important to keep in mind that almost 80 per cent of the total FT faculty at York are SSHRC-eligible, and within 8 of 10 Faculties SSHRC-eligible FT faculty account for more than 86 per cent of the total Faculty complement. In addition, the Faculty of Health has more than 50 per cent of its faculty complement made up of SSHRC-eligible faculty members. In fact, even in the Faculty of Environmental Studies 90 per cent of the faculty complement is made up of SSHRC-eligible faculty members.

Across the University, only 17 per cent of SSHRC-eligible FT faculty held a tri-council grant in 2006-2007 (up from 14 per cent in 2005-2006) and 5 of 10 Faculties were below this participation rate, including the two largest Faculties by cohort size, the Faculty of Arts and the Atkinson Faculty of Liberal & Professional Studies (which was also the case in 2005-2006). The five Faculties that had participation rates above the University average all had rates above 25 per cent, including Osgoode (32 per cent) which almost doubled its participation rate from the previous year. Artist-researchers in the Faculty of Fine Arts are uniquely challenged by a traditional gap in funding available from the granting councils. However, in 2006-2007 the Faculty raised its participation rate slightly and doubled its research income (including a 50 per cent increase in funding from the tri-councils) from the previous year. However, participation rates within the Faculty remain low and accessing research income from non-government sources remains a particular challenge.

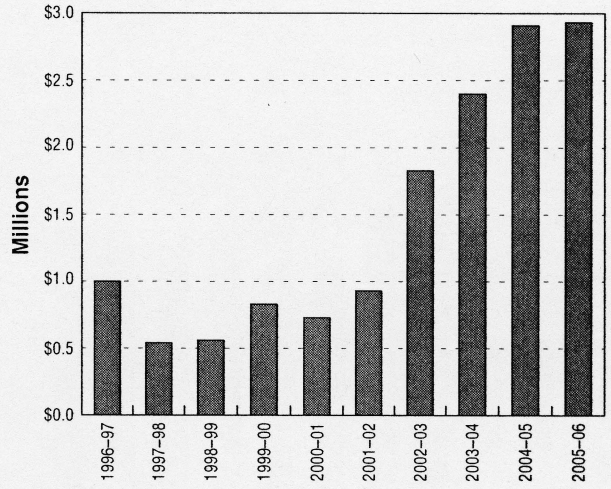
Across the University, however, the low rate of participation in externally-sponsored research within the SSHRC-eligible cohort is a critical challenge for the University.

The extremely large size of the SSHRC-eligible cohort, combined with the low participation rate and relatively small dollar amount of awards means that tri-council research income intensity rates from among the SSHRC-eligible cohort were very low across the University and within each Faculty. Across the University the tri-council income intensity from the SSHRC-eligible cohort sits at less than $6K. The Faculty of Health, the Schulich School of Business, and Osgoode Hall Law School each exceeded the institutional average registering intensities of approximately $10K.

Canadian Institutes of Health Research (CIHR)

As Figure 16 shows, York's total research income from CIHR sits at approximately $3M and has been increasing consistently since the transition of CIHR from the former Medical Research Council (MRC), tripling in the past 5 years. This is a positive trend given the importance of health research to York and the growing pool of health research investments by all levels of government. However, it should be noted that even with consistent year-over-year growth, CIHR still accounts for only approximately 6 per cent of York's total research income. In 2005-2006 York ranked 19th in the country in total research income from CIHR (up from 20th in 2004-2005).

Figure 16: York's Annual CIHR (formerly MRC) Income



Source: CAUBO

In examining CIHR trends at the University it is important to keep in mind that more than 82 per cent of the CIHR-eligible FT faculty at York reside within two Faculties (Science & Engineering, and Health) with 68 per cent situated within the Faculty of Health.

Across the University, almost 44 per cent of CIHR-eligible FT faculty held a tri-council grant in 2006-2007 (up from 37 per cent in 2005-2006). All 100 per cent of the CIHR-eligible faculty member in the Faulty of Science & Engineering held a tri-council grant in 2006-2007. However, less than 50 per cent of CIHR-eligible faculty members in the Faculty of Health held a tri-council grant in 2006-2007.

Additionally, there was wide variation in the tri-council income intensity from their CIHR-eligible cohort ($188K in Science & Engineering, and $33K in Health).

Tri-council application rates for CIHR-eligible faculty members also differed considerably between the two Faculties with one application for every 2 faculty members in Science & Engineering and one for every 6 faculty members in Health.

BIBLIOMETRIC OUTPUT MEASURES

VPRI has begun to collect and analyze data on research output measures with a particular focus on bibliometrics, also known as publication and citation measures. In addition, VPRI has also begun discussions on how else to best measure the benefits resulting from research, scholarly activity, and creativity at York across different disciplines. An initial analysis of publication and citation performance is presented in this PBA and additional analysis will be a focus for VPRI in 2007-2008.

As Figure 17 shows, when looking at the aggregate of York's bibliometrics results there seems to be a direct correlation between the University's ranking in research income and its output ranking in publications and citations. This is common amongst many of Canada's universities.

When disaggregated to disciplines[2], York fares well in several disciplines, primarily in areas of social science and the humanities (such as history and philosophy), where its large cohort sizes play in its favour. More analysis of disciplinary rankings in publication volume and intensity, along with citations and impact measures will be a focus in 2007-2008.

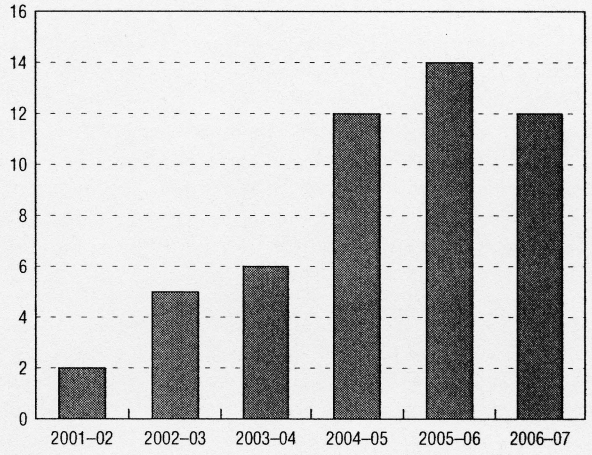
TECHNOLOGY TRANSFER & KNOWLEDGE MOBILIZATION IMPACT MEASURES

Knowledge generated by York researchers is frequently disseminated to academic audiences in books, peer-reviewed journal articles, and through participation in academic conferences and symposia. Where appropriate, and where desired by the researcher, new knowledge is also disseminated to other audiences.

Through ORS, York offers its researchers a fully integrated suite of technology commercialization services, which includes the assessment of commercial utility, patent filing and prosecution, and through partner organizations such as the Innovation Synergy Centre in Markham and YORKbiotech, a full range of commercialization services to assist in identifying investors and licensees for research technologies.

As Figure 18 shows, York received 12 invention disclosures in 2006-2007. The disclosure data have been relatively consistent over the past three years since a concerted effort was made to increase disclosures at the University. The University will continue to focus its commercialization efforts in 2007-2008 on new inventions with commercial potential.

Figure 18: Total Annual Invention Disclosures



Source: ORS

Figure 17: Institutional Level Comparison of Rankings (All Disciplines Combined)

	Total Externally Sponsored Research Income National Ranking (FY 2005 data)	Total # of Full Time Faculty – National Ranking and Actual Number (FY 2005 data)	Total # of Published Papers National Ranking and Actual Number (5-year cumulative 2000-2004 data)	Published Paper Intensity (5-year cumulative 2000-2004 data)	Total # of Citations – National Ranking and Actual Number (5-year cumulative 2000-2004 data)	Total # of Published Papers that were Cited – National Ranking and Actual Number (5-year cumulative 2000-2004 data)	Percentage of Published Papers that were Cited – National Ranking and Actual Number (5-year cumulative 2000-2004 data)	Citation Intensity National Ranking (5-year cumulative 2000-2004 data)
University of Toronto	1st	1st (2,376)	1st (26,697)	11.24	1st (198,376)	1st (18,523)	2nd (69.4%)	1st
University of Alberta	4th	4th (1,524)	4th (12,051)	7.91	4th (63,397)	4th (7,802)	12th (64.74%)	12th
University of Calgary	7th	5th (1,521)	7th (7,621)	5.01	7th (42,362)	7th (4,945)	11th (64.89%)	9th
University of Manitoba	12th	10th (1,176)	15th (4,554)	3.87	13th (20,909)	15th (2,827)	16th (62.08%)	16th
University of Guelph	13th	19th (798)	14th (4,612)	5.78	15th (17,239)	14th (2,854)	17th (61.88%)	21st
University of Waterloo	14th	16th (882)	11th (5,311)	6.02	14th (19,315)	13th (3,217)	21st (60.57%)	23rd
Carleton University	18th	23rd (657)	21st (2,223)	3.38	19th (13,457)	23rd (1,282)	25th (57.7%)	5th
University of Victoria	19th	23rd (657)	19th (3,189)	4.85	16th (15,074)	19th (1,967)	18th (61.7%)	15th
Simon Fraser University	22nd	22nd (684)	18th (3,206)	4.69	20th (12,488)	18th (2,006)	15th (62.6%)	19th
York University	**23rd**	**9th (1,254)**	**20th (2,702)**	**2.15**	**21st (9,270)**	**20th (1,575)**	**23rd (58.3%)**	**25th**
Concordia University	26th	21st (780)	24th (1,933)	2.48	24th (5,519)	24th (979)	40th (50.65%)	30th
University of Windsor	28th	27th (489)	26th (1,323)	2.71	26th (3,178)	26th (701)	36th (52.99%)	36th

SOURCE: VPRI from Thomson – 2005 Canadian Indicators

[2] Disaggregated bibliometric data has previously been shared with Senate and Faculties.

Social scientists and humanists can also benefit from a more systematic connection of the results of their research with diverse audiences who can employ research in the development of new policies and practices. York's knowledge mobilization (KM) services will enhance the use of academic research in the formation of public policy, social programs and professional practice. In 2006-2007 York became Canada's first university to implement a suite of KM services that will enhance partnerships between York researchers and decision-makers in government, NGOs, labour, professional associations, and community agencies. In 2007-2008 York will focus on developing measures of both KM participation but also on socio-economic impact measures of the University's social science and humanities research output.

Objectives for 2007-2008

The UAP provides York with an unprecedented opportunity to mobilize the University's energies and transform the institution into one that is more research intensive. In establishing objectives for 2007-2008, VPRI is focused on setting in motion the transformation of York into one of Canada's top research universities, ensuring research intensification, and addressing and overcoming the University's key research challenges. Meeting these objectives will require a concerted effort and leadership from all units across the University.

1. INTEGRATED RESEARCH PLANNING

Enhance strategic planning and ensure that research needs, impacts and opportunities are at the foreground of all academic, budget, and administrative planning across the University.

- Support an integrated budget planning process that aligns investment with the strategic research goals of the University.
- Develop a VPRI business planning model and participate as a pilot for an integrated budget planning model.
- Establish stronger functional relationships between strategic research and academic planning, ORUs, graduate planning, and faculty appointments.
- Continue to enhance post-award research services and coordination with other divisions (e.g. Research Accounting, Facilities, and CNS).
- Work with colleagues to enhance the research opportunities for undergraduate and graduate students.

2. RESEARCH DATA & EVIDENCE

Enhance the collection and analysis of research data, the development of research indicators and performance metrics, and the use of data to create a culture of evidence-based decision-making.

- Continue to develop more comparative analyses of York's research performance (both participation and success), including York's position within the overall system and with comparator universities, and in relation to specific factors such as program mix and research expenditures, including:
  - A more in depth analysis of several comparators will be undertaken to determine why there is a widening gap between them and York;
  - A deeper analysis of York's NSERC performance in relation to other institutions will be undertaken in order to reveal trends and develop growth strategies;
  - A more thorough analysis of CIHR performance and a deeper analysis of comparative data;
  - A deeper analysis of York's participation rates in SSHRC.
- Work with the Faculties to develop discipline specific performance measures that will allow meaningful annual research performance reviews, along with the setting of Faculty-based strategic objectives and goals and the identification of comparator universities for benchmarking.
- Continue to collect and analyze information and valid data on research output measures, including publication and citation data and other measures of productivity, impact, and quality.
- Develop an incentive-based performance system

3. RESEARCH PERFORMANCE

Grow research income, improve national rankings, and increase participation.

- Increase research intensity and participation in externally-sponsored research:
  - Continue to enhance available services to all researchers;
  - Increase participation, where appropriate, in all funding calls for large-scale research projects, networks, and infrastructure;
  - Continue to increase participation rates in externally-sponsored research within the SSHRC-eligible cohort.
- Diversify York's sources of research income and increase the percentage of income received from non-governmental sources:
  - Implement the VPRI fundraising plan with the York Foundation.
- Increase the number of external research collaborations and enhance York's leadership position in such collaborations:
  - Increase industry liaison activities and specifically target potential areas for collaborative research with industry and NSERC;
  - Continue to expand York's international research linkages.

4. RESEARCH INFRASTRUCTURE

Increase investments in research space and equipment, including specific pressing priorities within areas of science research.

- Develop a master forecasting plan to ensure that research space planning is better aligned with strategic hiring and research growth planning.
- Target internal and external resources to address the COU-identified shortfall in research space at York
- Work with colleagues across the institution to ensure that all new faculty hires have functioning research and lab space upon

their arrival, and ensure that current faculty members receive timely support.

- Ensure that annual institutional investments are planned for strategic priority research equipment.

5. FACULTY COMPLEMENT

Ensure a framework for faculty hiring strategies that incorporate the UAP objectives of research intensification and graduate education growth .

- Work with colleagues to develop coordinated cluster hiring strategies to create critical mass in key research areas or to drive interdisciplinary activity.
- Work with colleagues to review hiring in relation to the necessary critical mass in emerging research areas where York is taking leadership in regional initiatives (e.g. medical devices, entertainment technology) or where long-range government investments are being made (e.g. environmental technologies).
- Work with colleagues to develop strategies to grow the science, engineering and technology cohorts within the University.

6. RESEARCH OUTREACH & PARTNERSHIPS

Enhance York's research outreach activities and increase the number of external regional innovation partnerships in order to assist in diversifying external sources of income and growing York's reputation.

- Continue to develop and implement a York Region Action Plan aimed at positioning York University as the research University of the Regional Municipality of York.
- Design and launch an Innovation York office in the Town of Markham.
- Continue to lead a strong consortium of partners to collaborate on and lobby for the creation of the National Centre for Medical Device Development (NCMDD) facility in the Town of Markham, which will result in increased opportunities for regional research collaboration with industry (SMEs and MNEs) and community hospitals leading to enhanced economic opportunities for the region.
- Continue to lead the Consortium on New Media, Creative, and Entertainment R&D in the Toronto Region (CONCERT), a unique public-private partnership that will help build R&D capacity and fuel commercialization in the Greater Toronto Area's (GTA) creative, entertainment and screen-based industries, which will result in greater opportunity for research collaboration with industry and other academic partners and position the GTA as a global innovation leader in these economic areas.
- Continue to develop research partnerships through the York Region Human Services Planning Coalition (HSPC) such as York Pulse as a means of creating greater receptor capacity for knowledge mobilization of social sciences and humanities research with the goal of strengthening the quality of life of the residents of York Region.

7. RESEARCH COMMUNICATIONS

Enhance York's research reputation and communications efforts.

- Ensure that the appropriate resources are allocated annually to allow for the development of a strategic and ongoing marketing campaign, including continuing to develop promotional materials to increase awareness of York's research strengths.
- Develop and launch version 2.0 of the York research website as an information-rich tool to support the internal research enterprise and to inform external stakeholders.
- Increase York's government relations activities (e.g. lobbying for the creation of the NCMDD in Markham).
- Engage the Board of Governors and other key stakeholders (including alumni) to assist in building our external research reputation.

Division of the Vice-President Students

Robert Tiffin, Vice-President

The Vice-President is responsible for the Division of Student Services, which has operating responsibilities for central student services (see www.yorku.ca/vpstdnts for organizational chart) and has a leadership role in the areas of recruitment, registrar services, student financial support, sport and recreation, student community development and counselling & disability services.

The Division supports the University's academic mission primarily through effectively servicing students and enhancing the student experience. In doing so, the Division works in collaboration with partners in university governance bodies, Faculties, university support systems, provincial peer associations and the Government of Ontario.

DIVISIONAL RESULTS SUMMARY

The 2005-2006 Planning, Budget and Accountability report identified a number of planning directions for the VPS Division for 2006-2007; following is an update on progress towards those plans.

1. Achieve undergraduate enrolment targets while enhancing market share, diversity and quality of applicant pool

- Targets were met while increasing the quality of the applicant pool;
- Implemented strategy to recruit students from identified groups (aboriginal, first generation, low income and francophone students).

2. Develop new recruitment and conversion programs to achieve significant growth in applicants and Masters and Doctoral enrolments in graduate studies

- Coordinated recruitment and conversion strategy with Dean of Graduate Studies and Graduate Program Directors;
- Hosted York's first ever Graduate Open House leading to increased interest in York's graduate offerings;
- Worked closely with the VPA, VPF & A, Dean of Graduate Studies and Graduate Program Directors to introduce a new, competitive funding package for new graduate students;
- Coordinated effort resulted in a 10.6 per cent year-over-year increase in applications.

3. Support the University Academic Plan with a focus on student engagement and support through

- Implementation of the recommendations of the College Task Force;

  Key recommendations have been implemented including changes to reporting lines, increase in funding and creation of full time professional residence staff.

- Analysis of student retention and factors affecting attrition;

  The division has worked closely with the Office of Institutional Research and Analysis to analyze the current pattern of persistence and its impact on enrolment projection models. Student retention was also identified as the first area of study for the data warehousing pilot project. Continued discussion with Faculties and convergence of this information with NSSE data will continue.

- Work with academic and administrative units to identify new programming opportunities;

  Established the RED Zone, a one-stop service area for new admits where current students disseminate information provided by colleges, Faculties, and service areas in a relaxed and supportive environment.

- Close working relationships with all student governments;

  The Student Representative Roundtable had another successful year providing input on key university matters such as Faculty restructuring and the Library strategic plan. The Roundtable also developed a student leadership program framework.

- Implementation of a new Student Code of Conduct;

  Successfully implemented York's Code of Conduct along with selection and training of local hearing officers and university tribunal members.

- Enhancement of counseling and study skill development programming;

  Increased the number of workshops and hired additional staff member in response to student need for development programming.

- Programming that supports the career development of students;
- Introduction of one-on-one career counseling and the targeted *Get Hired* program to enhance career development skill sets;
- Development and delivery of specialized leadership training;

  Expansion of the *Leading Week* retreat and creation of a club's conference for York's 250+ recognized club student leaders.

- On-going, specialized support for students with disabilities;

  Built a versatile and multi-faceted alternative examination room to service students and faculty while maintaining academic integrity.

- A student-focused orientation in the delivery of all services;

  Departments are tied into ongoing staff training which included a Division-wide training event.

4. Develop student financial assistance programs that support the Research objectives of the University Academic plan.

Piloted the Research at York (RAY) program that provided 85 workstudy positions for undergraduate students engaged in research work with faculty.

5. Ensure that York's financial support programs meet the needs of our students by means of fundraising and the efficient evaluation and allocation of all forms of financial assistance.

Established the student-based Financial Aid Recipients Advisory Committee to consult with student recipients and seek their advice regarding York's financial assistance programs. Advice from this group has led to better understanding of effectiveness of current communication methods and desired process improvements.

6. Review and develop capital plans for the enhancement of student recreational, study and lounge space.

Based on the capital plan, numerous student spaces have been improved including extensive renovations to Founders, McLaughlin, Winters College with plans to improve Calumet and Bethune College student spaces.

DIVISIONAL STRATEGIC DIRECTIONS FOR 2007-2008

1. Achieve undergraduate and graduate enrolment targets

- Continue to build upon the quality and quantity of York's applicant pool;
- Special focus on student retention: understand retention issues and develop programming to increase retention;
- Work closely with the Faculty of Graduate Studies on the recruitment of qualified applicants and support the achievement of increased enrolment targets.

2. Contribute to the University Academic Plan's priority to enhance the student experience through improved linkages with university partners

- Leadership role on the Council of College Communities, a collaborative leadership initiative linking Colleges, Faculties and Student Community Development to enhance the student experience;
- Development of student leadership program drawing on existing strengths in York's staff, student and faculty talent pool;
- Continue to develop career development and experiential education opportunities connected to academic programs;
- Work closely with the Associate Vice-President, Academic Learning Initiatives in the development of support programs for part-time students and in the creation of programming and learning communities that would enhance the student experience.

3. Facilitate the creation of a new Faculty

- Provide expertise and staffing to successfully transition structures and students to the new Faculty;
- Develop a recruitment strategy to ensure guidance counselors and prospective students understand the opportunities presented by the new Faculty;
- Work with student governments on transition issues and contractual obligations.

4. Implement capital plans to enhance student recreational, study and lounge space

- Installation of bench project to enhance common student space in the central University space;
- Implement plans to improve student space in Calumet and Bethune;
- Move Student Community and Leadership Development to central core to enhance service delivery.

5. Undertake a review of core services to ensure that their mission and objectives continue to be relevant and support the mission of the Division of Students.

Divisional Budget

In 2006-2007, divisional revenue exceeded projections due to higher than anticipated fee revenue and lower administration costs. As a result, the Division closed the fiscal year in a significantly improved year-end position than was projected. The Division expects to close the fiscal year in a negative year-end position in 2007-2008. Staffing expenses and operating costs are expected to increase considerably next year as the Division continues to expand upon the range and quality services to students. Carry forward funds will continue to be designated to support Divisional strategic priorities, particularly in the following areas:

Recruitment

The Division is increasing the base budget of the Admissions Department to enhance recruitment activities in order to achieve enrolment targets for undergraduate and graduate students.

Student Engagement & Community Development

The Division continues to make investments to enhance the student life experience. With the creation of a professional residence life model which was built upon North American best practices, York will now have a very favourable low ratio of residence life coordinators to students – 1:265-400 compared to other universities where the ratio can be as high as 1:1,800. Further, targeted hiring will be made to improve the service to York's recognized student organizations.

The budget for York's Colleges will be transferred to the Vice-President Academic Portfolio.

Student Financial Support

In 2006-2007, the Division continued to pay down the higher than projected costs associated with the admission scholarships awarded in the double cohort year. For 2007-2008, the Division will continue to provide student financial support to assist undergraduate and graduate students.

Enhancement of Student Space

As part of the review of student lounge space improvements were implemented for the Colleges in 2006-2007 including new student club space in Founders and McLaughlin and improved student club space in Winters College. Additional renovations will take place to space in Calumet and Bethune College.

The Division will also be enhancing the following areas:

- central space through the installation of benches throughout the central core;
- Counseling and Development Centre relocation to the Bennett Centre;
- Expansion of the Student Client Services centre.

Division of the VP Students

(Dollars)	Operating Results by Unit 2006-2007 Budget	2006-2007 Actuals	2007-2008 Budget
Office of the VP Students	1,711,454	1,907,792	3,876,600
Admissions, Communications and Client Services	8,485,917	8,440,145	9,453,960
Office of the Registrar	34,040,256	33,368,140	37,154,016
Information Technology	856,558	508,628	608,294
Student Community Development	14,497,811	14,226,726	16,301,920
Colleges	2,326,705	2,330,954	1,870,728
Career Centre	1,513,355	1,476,694	1,481,337
Sport and Recreation	5,559,965	5,358,028	5,864,073
Total Division of VP Student	**68,992,021**	**67,617,107**	**76,610,928**

Division of the VP Students

(Dollars)	Operating Results by Expense Type 2006-2007 Budget	2006-2007 Actuals	2007-2008 Budget
Revenue:			
External cost recoveries	4,779,166	5,210,308	5,023,952
Internal cost recoveries	1,320,961	1,103,503	1,158,028
Other revenues	704,295	(434,311)	395,608
Central allocations	61,029,891	63,114,277	65,439,873
Total Revenue	**67,834,313**	**68,993,777**	**72,017,461**
Expenses:			
Faculty - Administration	83,810	120,400	60,850
Faculty - Full-time	130,009	142,373	76,779
Faculty - Contract	109,912	210,338	79,388
Teaching assistants	62,005	68,561	2,750
Research	188,429	138,117	205,065
Support/Administration	27,207,572	26,284,597	30,447,153
Other	785,456	934,729	1,108,963
Total Salaries and Benefits	**28,567,193**	**27,899,115**	**31,980,948**
Operating costs	12,566,600	12,152,434	20,234,046
Amortization of capital assets	-	-	-
Cost of goods sold	134,000	142,204	144,080
Taxes and utilities	663,250	562,441	568,720
Scholarships & bursaries	26,501,523	26,331,458	23,123,679
Interest on long-term debt	559,455	529,455	559,455
Total Expenses	**68,992,021**	**67,617,107**	**76,610,928**
Total Revenue less Expenses	**(1,157,708)**	**1,376,670**	**(4,593,467)**
Previous Year's Carryforward	**9,430,697**	**9,430,697**	**10,807,367**
Carryforward to Next Year	**8,272,989**	**10,807,367**	**6,213,900**

Figure 1: Staff Complement, Division of the VP Students

	Professional/ Managerial	Staff	Total
Office of the VP Students	7	0	7
Career Centre	9	11	20
Admissions & Recruitment	18	60	78
Office of the Registrar	10	39	49
Student Community Development	56	21	77
Colleges	0	21	21
Student Client Services	3	23	26
Sport and Recreation	18	20	38
Office of Student Financial Services	10	27	37
Total	**131**	**222**	**353**

Source: Office of the Vice-President Students

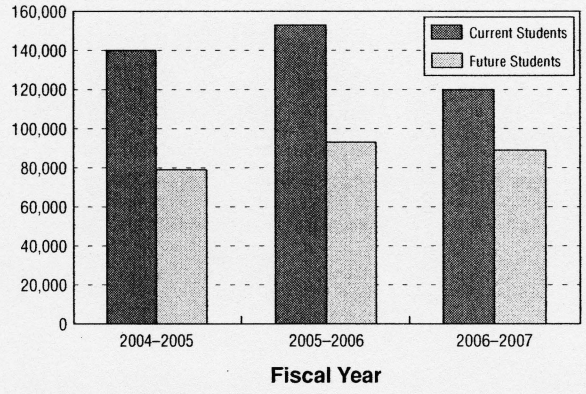
Student Client Services

Student Client Services represents two separate teams of client service experts: one team provides admissions information to future students, their parents and counsellors; the second team resolves most registrarial and financial service matters for current students. Both client service suites, one located on the main floor of the Bennett Centre for Student Services and the other on the third floor, have a reception area (for quick response and question triage), a suite of private cubicles for detailed discussion with service representatives and a call centre.

Student relationship databases in both areas complement the efforts of staff and link information to key stakeholders. Both areas work in collaboration with relevant administrative departments – Office of Admissions, Registrar's Office and Student Financial Services – to optimize service delivery and communication with students thereby reducing current or potential administrative challenges.

Student Client Services continues to specialize in the provision of a high level of service to a large volume to of clients.

Figue 2: Number of In Person Current and Future Student Contacts



Note: Student Client Services Call Centre became operational in March, 2004

STUDENT CLIENT SERVICES RESULTS FOR 2006-2007

1. Introduce an online booking system

Student Client Services introduced an online appointment registration system to give current students the ability to coordinate their visit to better suit their academic schedule. Since its launch in November 2006, more than 3,000 students have coordinated their appointment with Student Client Services using this service.

2. Reduce wait-time through the amalgamation of service areas

The frontline service counter in Student Financial Services was amalgamated into the one-stop Student Client Service office for current students. This benefited students by eliminating a second office to visit to resolve financial matters.

3. Measure student satisfaction

Student Client Services surveyed clients for three months in 2006-2007 to gauge student satisfaction with all areas of service. The results indicate that students habitually prefer to visit Student Client Services on Mondays and Fridays and over the lunch period (12-2 pm), and are very satisfied with the ability to book an online appointment. The survey also showed that it is important for Student Client Services to work to resolve the ways and means to reduce the need to triage matters to administrative offices.

STUDENT CLIENT SERVICES GOALS FOR 2007-2008

1. Launch a new wait space for current students with self-help computers and direct links to relevant Web services, an electronic information 'billboard' highlighting important deadlines and service information, improved seating with swing arm tables for student work and a portable express desk for additional quick action services.

2. Expand the use of the online appointment registration system and develop a new instructional signage program for the Bennett Centre to better manage resources during peak times.

3. Develop online webinars to assist students with their understanding of fundamental administrative processes.

4. Collaborate with student service departments to develop a 'welcome back' campaign for returning students as part of our commitment to the successful transition of students.

5. Amalgamate process review discussions with key stakeholders so that communications and business processes are central to sessional planning.

6. Evaluate new media technologies to enhance communications options for students, e.g. enhanced automated on-line response system, instant messaging.

Admissions and Recruitment

Admissions and Recruitment seeks to attract and enrol an academically strong and diverse group of undergraduate and graduate students in support of the University's academic plan. This unit works closely with academic and administrative units across the University to enhance the practices and means to recruit, convert and admit students through a continuum of on- and off-campus events, communication services and innovative admission business practices. York has assumed a leadership role in undergraduate recruitment, conversion and admissions and continues to experience strong enrolment results in comparison to provincial and national competitors.

ADMISSIONS AND RECRUITMENT RESULTS FOR 2006-2007

1. Develop new recruitment initiatives and work closely with the Faculty of Graduate Studies to increase applications and registrations.

- Worked closely with the Faculty of Graduate Studies to expand recruitment and admission initiatives including a well attended Graduate Open House, an increased presence at graduate fairs, an enhanced Graduate Web site, an expanded communications program and a realignment of document processing and assessment resources to accommodate an anticipated increase in both graduate programs and applications.
- Continued to redefine admission practices and protocols for admission assessment and document processing ensuring prompt evaluation and decision on applications.
- This coordinated approach resulted in a 10.64 per cent year-over-year increase in applications.

2. Provide strategic and operational support to Faculties working to increase enrolment by enhancing York-wide and program-specific admissions, recruitment and conversion activities and procedures.

- Coordinated the highest attended on-campus conversion event in the Province with 8,000 attendees at York's March Gala event.
- Launched a transfer credit module that communicates credit assessment internally.
- Extended the online application service to part time graduate programs at Osgoode.

3. Continue to refine the integrated communications strategy that incorporates a logical progression of well timed messages delivered in meaningful ways with each market from student recruitment to conversion to transition phases.

- Provided a continuous cycle of communications, including e-mails and v-mails (e-mails with a personalized post visit video attachment), 14 online chat events, and a new pre-qualified call campaign format that matched students with their preferred choice of University expert – student, professor, admissions counsellor.
- To assist students cope with the initial transition to University Admissions and Recruitment worked with the recently formed New Student Transitions Council to create RED Zone as a one-stop centre for new students to hear directly from current students and discover how best to prepare for university life.

4. Maintain the strong gains made in the academic standing of new students in the domestic undergraduate market while increasing applications in both the national and international markets.

- Maintained the strong gains made in the academic standing of new students in the domestic undergraduate market while increasing applications to both national and international markets through competitive strategies.
- While market share dropped marginally (see Figure 3), the mean admit gpa for direct entry students has increased to 81.94 per cent – above the previous year 81.17 per cent gpa admit average. (see Figure 4).

Figure 3: York University Market Share as a Percentage of Ontario Secondary School First Choice Applicants 2003-2006

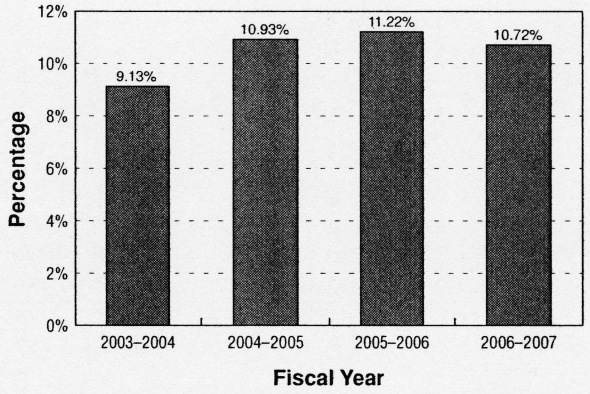
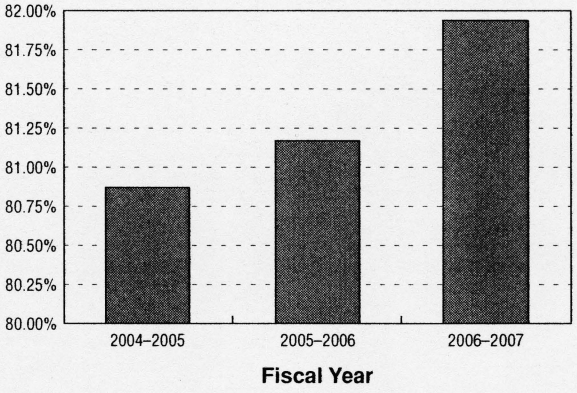


Figure 4: Admission Average for Direct Entry Undergraduates



- Additionally, the department expanded the first and only portable Admissions program in the Province admitting over 100 new students onsite at three college campuses.
- Department experts attended 28 CAAT and University Fairs, 12 out-of-province Fairs, 520 Ontario school visits and 200 follow-up visits. We introduced York Educational Adventures, taking the recruitment incentive concept to a new interdisciplinary level, including whale watching in Quebec with a graduate student and receiving Front of the Line passes to the opening week of the Accolade Project.

Develop unique programming that promotes awareness of York to aboriginal, francophone and first generation students, and students with disabilities.

Admissions and Recruitment worked closely with the Aboriginal Adviser and Marketing and Communications to develop targeted communications to reach out to Aboriginal communities. This included an enhanced Web portal for applicants, a print and electronic newsletter.

ADMISSIONS AND RECRUITMENT GOALS FOR 2007-2008

1. Maintain the strong gains made in the academic standing of new students in the domestic undergraduate market while increasing applications in both the national and international markets through the following strategies:

- Unique programming and an expanded marketing campaign at the Ontario University Fair and the Ontario high school visit campaign;
- A newly enhanced Teacher/Counsellor Web site developed from stakeholder feedback;
- Strategic agreements with key international schools and an increase in the number of return visits to influence the acceptance rate of international students;
- A gap year campaign to support students in transition between high school and university;
- Expansion of on-campus programs for students in grades 5 through 11.

2. Continue to refine an integrated communications strategy that incorporates a logical progression of well timed messages delivered in meaningful ways with each market from student recruitment through transition phases. This will include:

- A revamped automated online response system;
- A new online registration and event calendar module that allows students to stream information to their computer, PDA or phone;
- Streamlined information strategies for CAAT, mature, and other special cohorts.

3. Continue to enhance York's reputation with key stakeholder groups in domestic, national and international markets. To this end we will:

- Host the Ontario Provincial Counsellor Dialogue;
- Showcase York Admissions speakers at three (3) international counselor conferences;
- In partnership with Marketing and Communications, spearhead an integrated reputation campaign appealing to the future student demographic;
- Expand our program of working with York alumni, Faculty and current students to showcase York at cross-Canada events.

4. Continue to refine Admissions processes to assist special cohorts including the provision of an online transfer credit statement on MyFile and conditional offers for strong international applicants requiring language proficiency supports.

Offices of the Registrar and Student Financial Services

The Offices of the Registrar and Student Financial Services support York University's academic mission and enrolment management. Both Offices maintain and preserve the integrity and accuracy of the official academic and financial student record, disperse funding to students through various programs, inform university policy discussions, provide timely and efficient administrative infrastructure support to Faculties and departments, and assist Student Client Services.

Functional activities within Student Financial Services include: government loans program administration including OSAP (see Figures 5, 6, 7), student accounts management, scholarships, bursaries and awards administration and disbursement (see Figure 8), financial petitions, and management of the University work/study program including the new "RAY" (Research at York) Work/study initiative.

Figure 5: Value of OSAP Funds Disbursed to York Students

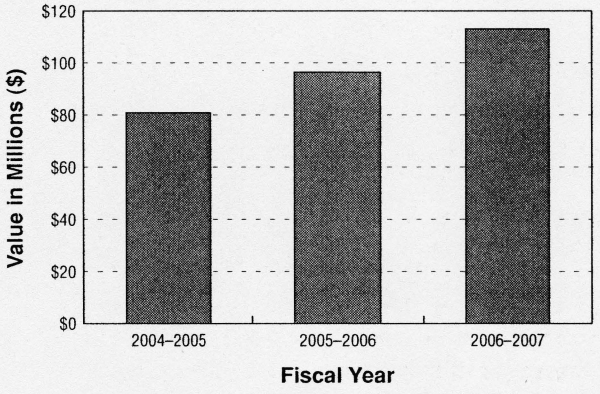


Figure 6: Number of OSAP Applications Assessed

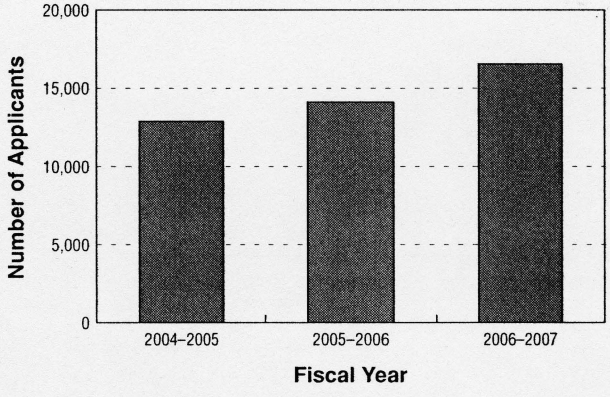


Figure 7: Percentage of Full-Time Undergraduate Students receiving OSAP

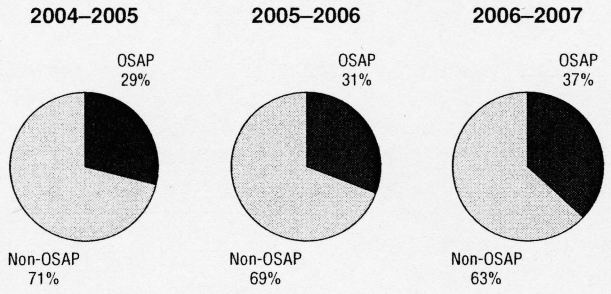
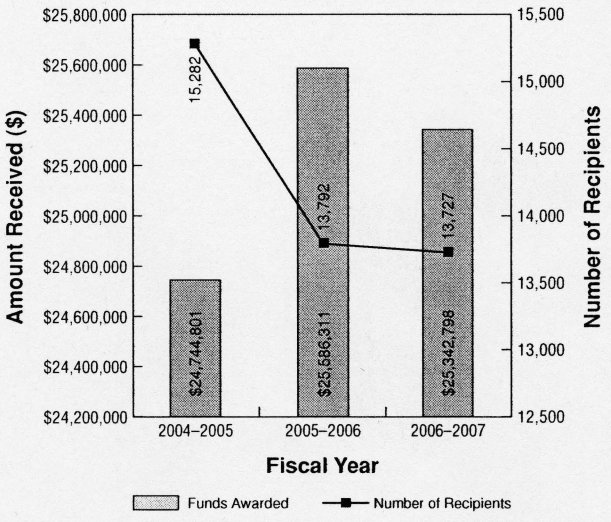
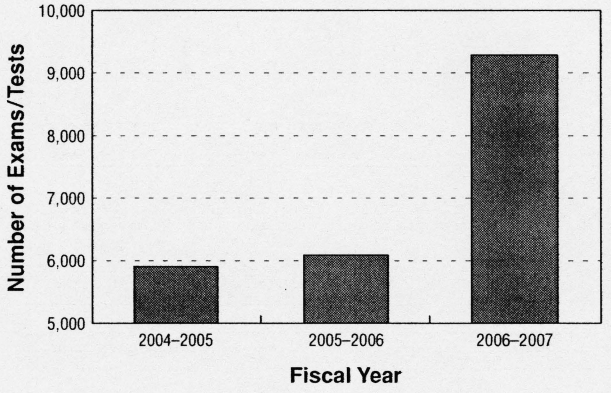


Figure 8: Total Undergraduate Scholarship, Bursary and Awards Funds Distributed and Number of Recipients



Functional activities within the Registrar's Office include: Student Information Systems (SIS) development, degree audits, transcripts, grade reports, academic petitions, Faculty transfers, letters of permission, verification of degrees, sessional and examination dates planning and execution, course enrolment, lecture and examination scheduling, and alternate exams (see Figure 9) scheduling. The Registrar's Office also plays a significant role in systems development and technological service enhancements related to SIS.

Figure 9: Number of Alternate Exams and Tests Scheduled



STUDENT FINANCIAL SERVICES RESULTS FOR 2006-2007

1. Implemented the Student Access Guarantee (SAG) for the University

- Developed and executed a comprehensive outreach plan to students (applicants, continuing and graduating students) to raise awareness regarding OSAP changes as well as increase participation rates in government assistance programs and University funded award programs. This involved the development and delivery of workshops, supporting communications materials, events on and off campus, and presentations to stakeholders within the University and the secondary school community.
- Enhanced the functionality of the on-line Student Financial Profile to make it easier for students to complete and for administrators to assess.
- Delivered training, provided ongoing communication and support to assist the faculties with achieving a 100 per cent scholarship and awards disbursement stretch target. This year, four Faculties achieved a 99 per cent or better disbursement rate.
- Implemented human resource organizational changes to assist with the effective implementation of the Student Access Guarantee.
- Provided smart money management seminars for students. Financial institutions were invited to provide information and pointers.
- Created FARAC (Financial Aid Recipients' Advisory Committee), a student advisory forum to the Registrar and Vice-President Students. The FARAC provides advice, guidance, and information which assists in the development and/or refinement of policies, procedures, communications and action plans to further enhance student financial services at York University.

2. Supported the University Academic Plan with the Research at York (RAY) program

- In support of the goals outlines in the University Academic Plan, the RAY program was introduced and implemented this year. This program provides opportunities for undergraduate students to participate in research initiatives on campus and was created in direct response to the importance of graduate studies and research in the University Academic Plan.

3. Continued to improve service delivery through technological enhancements

- Enabled the automated review of student accounts to efficiently release the majority of the 33,500 refund cheques. This provided students with refund cheques earlier, particularly for bursary exercises.
- Launched a new e-report for award administrators across the University to ease the monitoring of award cost centres and increase award disbursement rates.

4. Performance and quality measurement

- Developed new performance indicators for quality improvement (e.g. enhanced system-generated OSAP diagnostic reports to support Ministry audit requirements).

- Improved service delivery by creating a more focused approach to appointments. This was achieved by repurposing OSAP staff to Student Client Services and creating supporting business procedures and an on-line appointment booking request system for OSAP students.
- Enhanced the summer OSAP online application for continuing students.

STUDENT FINANCIAL SERVICES GOALS FOR 2007-2008

1. Continue the implementation of the Student Access Guarantee

- Assist the Faculties with the execution of the graduate student funding initiative, which will offer standard funding packages to new graduate students.
- In support of SAG initiatives, create a Financial Appeals Committee to review student appeals for dropped courses or decisions associated with scholarship eligibility or amounts.
- Ensure new changes and guidelines established by the Ministry regarding additional initiatives related to the SAG are developed (e.g. Loan Repayment Assistance Program).

2. Continue to improve service delivery through technological and service enhancements

- Implement online booking for OSAP distribution and provide on site services to students.
- Create an online application for students to request continuation of interest-free status on previous student loans.
- Create a new awards application and management system for York University students, graduate and undergraduate, and staff. Currently there are five financial profiles for York University students. The goal with the new awards management system is to streamline the process, reduce redundancy and confusion and establish one award application process.
- Work with the Ministry and the OSAP Support Branch to examine and implement streamlined and automated approaches to such things as calculations for cost tables, direct deposits, and bulk uploads of student data.

3. Continue to improve service delivery to students and streamline processing for staff and Faculties

- Streamline the process for transferring Work/study grants to Faculties and departments across the University participating in the Work/study program.
- Collaborate with Finance on the establishment of new guidelines and procedures for the creation of cost centres for annual and termed awards.
- Establish and implement a process for prestigious scholarship winners to enable the scholarship to be applied to their student account to cover the enrolment deposit when the value of the award will cover full tuition and living expenses.
- As per the guidelines of the Human Rights Code for Scholarships and Bursaries, create a new *Special Program for Women* in Science to cover existing awards available at the University as well as future awards.
- Create a better human resources management and team environment with OSAP staff to ensure the effective and timely release of OSAP funds.
  - E.g., establish more efficient OSAP and loan disbursement processes. Increase service quality for students including more follow-up for the collection of funds, and educating students on OSAP. Continue to provide alternative models to support the frontline service delivery.

4. Performance and quality measurement

- Create a new database to monitor outreach initiatives to enable the tracking of year over year progress and comparisons.
- Establish a formal process for award amendments.
- Work with the York University Foundation to streamline processes for award creation and amendments (specifically for top-up donations).
- Enhance communication with stakeholders across the University through the creation of an awards listserv to support the existing pan-University awards committee.
- In conjunction with the central Communications department, create a marketing plan to support the Outreach Plan. This will ensure targeted publications and communications are used to complement the outreach plan efforts.

OFFICE OF THE REGISTRAR RESULTS FOR 2006-2007

1. Strategic Initiatives

- Implemented the new tuition fees structure. Fee cohort years were based on the assessment categories created by the government and University tuition fee policy requirements. Reprogrammed the Student Information System (SIS) fees module, and disseminated information to the York community using the web site, NoteBox and other forms of communication.

2. Technological/communication services improvements

- Supported the University's restructuring efforts, and developed and implemented the system requirements for the following programs/Faculties:
  - Creation of the new Faculty of Health (Impact: successfully completed the transfer of nearly 10,000 student records);
  - Executed the merger of the University's Information Technology (ITEC) programs, the Natural Science program, and any additional restructuring needs resulting from the Senate approval processes;
  - Developed/implemented related programming and student transfers for all restructurings, and developed and delivered supporting communications and guiding procedures as appropriate.

- Provided comprehensive training for the new Faculty staff (e.g. in Health) in regards to SIS modules and registrarial and financial processes.
- Launched additional phases of the online Grades Collection module, and achieved stretch target of 50 per cent participation rate in the first year.
- Executed the automated degree audit system for over 7400 double cohort graduates for the June 2007 convocation, which included the introduction of a student-view module ("My convocation" Web site).
- Established two major cooperative successes with the Faculty of Graduate Studies, including the launch of the Graduate Enrolment Module version 3, and full YDM-friendly graduate transcripts (new systems for managing progression and enrolment for all graduate students).
- Increased use of automated letter production and email transmission of bulk letter requests.

3. Policy/protocol service improvements

- Introduced secure embossed paper for specific registrarial correspondence, to eliminate forged documents and fraudulent claims regarding academic records.
- Collaborated with Senate Committee on Curriculum and Academic Standards (CCAS) on numerous legislative initiatives (e.g. new exam conduct policy, grades reappraisal policy, new program initiatives, etc.).
- Implemented SIS and procedural requirements for all the new graduate programs to support the Faculty of Graduate Studies and resource Faculties.
- Supported the University Counsel office in the establishment of an *Access to Records Policy* to ensure a viable records retention policy in keeping with new FIPPA legislation.
- Launched an HTML calendar for University use.
- Took responsibility for pan-University management of centralized diploma distribution for the June 2007 convocation.

REGISTRAR'S OFFICE GOALS FOR 2007-2008

1. Supporting the University Academic Plan through the following:

a) Facilitating the Restructuring of the University

- As the primary operational unit tasked with implementation of the registrarial aspects of any restructuring, support and execute the University's restructuring efforts:
  - Develop and implement the system requirements to create the new faculty resulting from the amalgamation of the faculties of Arts and Atkinson;
  - Collaborate with VP Academic, VP Students, CNS and others as appropriate on developing the business plan for the transfer of nearly 23,000 student records in the establishment of a new Faculty;
  - Identify and execute additional restructuring needs resulting from the Senate approval process and develop/implement related programming and student transfers;
  - Develop and deliver supporting communications and guiding procedures as appropriate.

b) Continuing policy and procedural improvements

- Support Senate Committee on Curriculum and Academic Standards (CCAS) initiatives such as the General Education Review, the development and implementation of Ontario Council of Academic Vice Presidents' degree learning expectations, the review of the Senate sessional dates policy, and the continued implementation of University harmonization policies.
- Collaborate with Senate CCAS on the development and further refinement of exam conduct procedures following from the approval of the Senate approved policy on the conduct of exams.
- Continue collaboration with the Faculty of Graduate Studies to harmonize procedures and improve registrarial service delivery for graduate students (including the launch of a new graduate enrolment module (GEM).
- Continue collaboration with the Privacy Office and Computer Network Services to implement new policies/procedures for student SIS account management.

2. Continuing improving service delivery to students and streamlining processing and support for staff and Faculties

- Continue developing and launching more on-line services in collaboration with Computing Network Services:
  - An online reactivation system;
  - Full-implementation of the Grade Access Module (electronic grade submission), and eliminate the need for hard-copy scan bubble-sheets;
  - Web Degree Audit modules including a student view;
  - An online advising appointment booking system.
- Investigate the viability of online record verification system for external users.
- Scan and create electronic files for over 150,000 hardcopy student files to the student record which will improve efficiencies and access for the community.
- Continue refining procedures related to previously successful strategic initiatives (e.g. scheduling of exams and tests for students with special needs, centralized diploma distribution, creation of a document processing team, etc.).

STUDENT COMMUNITY DEVELOPMENT

The Office of the Assistant Vice-President Student Community Development continues to focus on providing opportunities for students to become engaged York community members, who are involved in programs and services which facilitate a successful academic experience. We continue to collaborate with campus partners to develop an integrated approach to the student experience.

The Centre for Student Community & Leadership Development (SC&LD)

Moving into its third full year of operations, the Centre for Student Community & Leadership Development (SC&LD) remains committed to the continuous improvement of student life on campus. SC&LD enriches student life by, "promoting education, awareness and growth; celebrating diversity, encouraging collaboration and developing citizenship." SC&LD contributes to the shaping of student community and culture on campus through the efforts of nine specialized student support units: Aboriginal Student Community; Health Education and Promotion; Off-Campus Housing; Orientation and Student Success and Leadership Programs; Residence Life; York is U Student Alumni Program, Student Organizations and activities.

SC&LD is responsible for overseeing York University affiliated clubs, levy funded organizations and student governments as well as booking space for student activities.

Dramatic increases were seen in the number of Temporary Use of Space applications and registered clubs for 2006-2007 signify an increased level of student engagement activity (see Figures 10 and 11)

Figure 10: Temporary Use of Space Applications

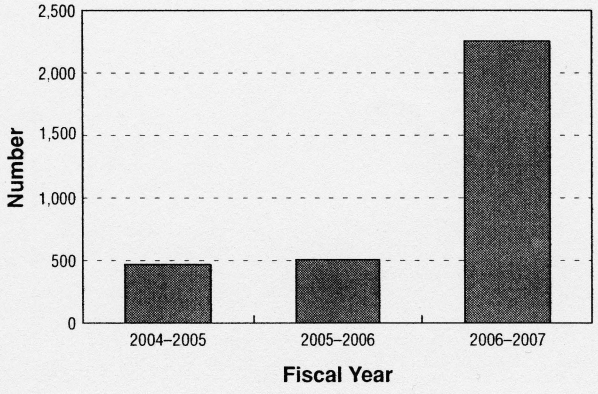
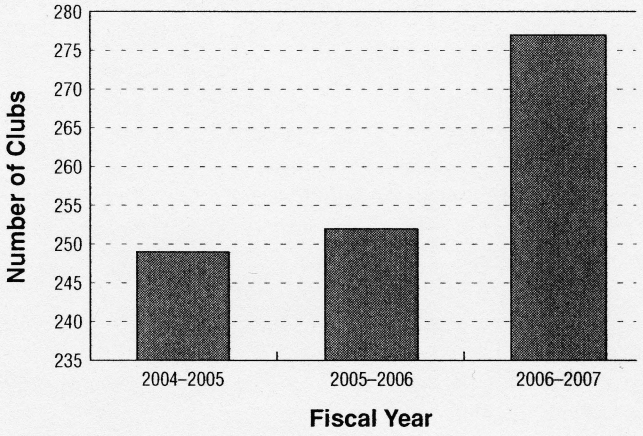


Figure 11: Number of Registered Clubs



STUDENT COMMUNITY & LEADERSHIP DEVELOPMENT RESULTS FOR 2006-2007

1. Clubs and Organizations:

In direct response to the increased demand related to York's student clubs and organizations, the Office of Student Organizations and Activities was divided into two specialized sub-units: Student Success and Student Community.

2. Student Success and Retention

With a revised focus on Orientation and First-Year programs, this new unit within SC&LD also established a closer working relationship to York's colleges, Faculties and Office of Institutional Research and Analysis. These partnerships allowed a greater awareness of student retention issues to emerge and be shared divisionally.

- The Office of Student Success and Retention has already begun the process of reviewing research on student success and retention efforts both internally and externally to York. Collaboration with York's colleges will provide a higher number and quality of co-curricular programs with our academic partners.
- Two key documents, the Parent Guide and Student Guide were revamped and given a content and design overhaul, as was the entire SC&LD Web site. The new Web site focuses on connecting students to SC&LD units in a seamless and timely fashion.

3. York Student Leadership Initiatives

- The York Student Leadership Retreat was redeployed with over 57 students in attendance.
- The York Leadership Conference was revamped to include more interactive sessions that appealed to student leaders with over 120 attending.
- The York is U Student Alumni Program launched 8 highly focused University-wide events. Breaking their past attendance levels, these 8 core York is U programs allowed more than 20,000 students to engage in some form of on-campus community building activity. With over 10,000 students in attendance, York is U's Multicultural week is York's largest student run social program.

STUDENT COMMUNITY & LEADERSHIP DEVELOPMENT GOALS FOR 2007-2008

1. Bringing Residence to Life

One of SC&LD's top priorities for 2007 will be the effective roll out of a full-time, professional Residence Life Team. We will have nine new full-time residence life staff on campus giving York one of the best resident students to full-time staff member ratios in the province.

2. Increased response to Student Organizations

SC&LD remains committed to providing the highest level of student support possible to both our students and the organizations they participate in and will continue to work towards this goal through the addition of resources.

3. Student Leadership Programming

Students at York continue to demand improved leadership training and development opportunities. To this end SC&LD will undertake the launching of a seven course modularized program open to all students at York (the York Leadership Programme or YLP). YLP will enable student leaders to participate in student leadership programming which will continue to include the ongoing delivery of the York Leadership Conference, Clubs Conference and yearly student leadership retreat.

4. Higher Participation in Student Elections

In an effort to support the broad objectives of democratic renewal, SC&LD will undertake a University-wide marketing effort to increase voter participation rates during campus elections.

Office of Student Conduct and Dispute Resolution

The Office of Student Conduct & Dispute Resolution (SCDR) is responsible for:

- developing, communicating, interpreting and upholding behavioural expectations within the University community;
- protecting the rights of students in the administering of the Student Code of Conduct;
- providing support, guidance and referrals to students and their families in the aftermath of a critical incident;
- initiating and encouraging educational activities that serve to reduce violations of campus regulations;
- fostering the ethical and moral development of students;
- providing training and resources on how to resolve conflict;
- offering student leadership opportunities.

STUDENT CONDUCT AND DISPUTE RESOLUTION RESULTS FOR 2006-2007

The past 2006-2007 academic year has been a year of firsts for the office; a new judicial process was unveiled, dispute resolution and mediation services were made available and ongoing training and education was provided to the community-at-large. This report highlights the office's major accomplishments over the past year.

Dispute Resolution and the Judicial Process

This year a new Student Code of Conduct was approved and distributed. Within the document a new judicial process was outlined. The new judicial process is expected to be one more tool available to community members to educate students on their responsibilities and accountabilities and to modify inappropriate behaviour.

SCDR was instrumental in encouraging, advising and guiding community members to, where appropriate, use other methods to resolve disputes. SCDR was pleased to see that community was receptive to using other resolution methods including, using polite and direct communication requesting behavioural modifications, one-on-one conversations with students, and the Peer Support Team (student leaders who are trained in conflict resolution and mediation).

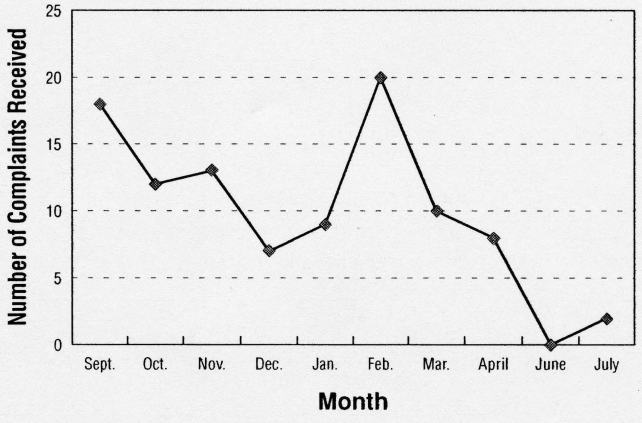
Record and Database Management

Since SCDR provides support for judicial cases, community consultation and critical incident management, it was necessary to develop a record management system. The system allows tracking of all cases and also provides a mechanism for reporting tends and patterns.

Activities

During the 2006-2007 academic year, 99 non-academic, discipline-related complaints were submitted by community members. (See Figure 12)

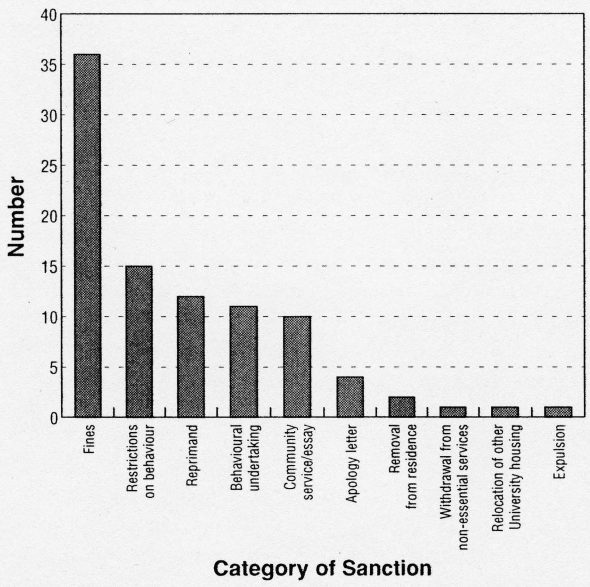
Figure 12: Number of Registered Complaints on a Month by Month Basis



91 complaints were managed by Local Adjudicators, 4 complaints were referred to the University Tribunal and 4 cases were resolved through alternative means.

A number of sanctions were levied by Local Adjudicators and the University Tribunal as empowered by the code (See Figure 13).

Figure 13: Number and Type of Sanctions



The University Tribunal presided over 4 cases this year. In all 4 cases the respondent was found responsible and the following sanctions were assigned:

- Expulsion from York University (1)
- Removal from University Residence (2)
- Restitution (1)

Appeal Panel

Although there were a few inquiries about the Appeal process, only 1 formal appeal was submitted. The Appeal Panel met to review the case and determined that the appeal did not contain appropriate grounds; therefore, the original decision was upheld.

Critical Incidents

SCDR is responsible for providing support, guidance and referrals to students and their families in the aftermath of a critical incident. This year the office responded to 19 critical incidents.

Recruitment and Appointments

SCDR supported the recruitment and appointing process for Local Adjudicators (24), University Tribunal Members (15) and Peer Support Members (3).

Training and Education

Various members of the office provided training and education to numerous campus partners, including Security, Residence Teams, Student Classes, Local Adjudicators, Tribunal Members, Peer Support Members, and various student groups and organizations. Training topics included:

- Managing Student Misconduct
- Managing Conflict
- Assigning Effective Sanctions
- The Student Code of Conduct
- Establishing Trust in Your Organization

Campus Partnerships

SCDR is highly engaged in the York community and works closely with a variety of other departments as necessary. This year we focused on drafting several policies and procedures that formalized our relationships with Residence Life, The Office of the Ombudsperson and the Centre for Human Rights, The Bookstore, Parking and Transportation Department, Housing Services, and Seneca @ York.

STUDENT CONDUCT AND DISPUTE RESOLUTION GOALS 2007-2008

Overall, SCDR's objectives for the upcoming 2007-2008 academic year include:

- introducing principles of restorative justice at York University;
- sharing statistical trends and patterns;
- further developing the services and resources offered by our student leaders involved in the Peer Support Team;
- implementing creative initiatives that will proactively educate community members on civility, diversity, equity and respect.

Counselling and Disabilities Services

Counselling and disability service providers consist of: Atkinson Counselling and Supervisions Centre; Counselling and Development Centre (CDC); Glendon Counselling and Career Centre; and the Office for Persons with Disabilities (OPD). We offer a variety of services to students of York University including learning skills training, group development workshops, personal counseling and support for physical disabilities, sensory, learning disabilities and psychiatric disabilities.

COUNSELLING AND DISABILITY SERVICES RESULTS FOR 2006-2007

1. In collaboration with the Registrar's office, refined and improved the alternate exam system for students with disabilities.

- This was a pilot in the previous year. Improvements in the system have led to better access to students with disabilities that require accommodated tests and exams as well as a more efficient system for faculty and staff.

2. Planned and executed the re-location of the Counselling and Development Centre to a larger and more functional space in the Bennett Centre for Student Services.

3. Conducted survey and focus groups on the learning skills needs of undergraduate and graduate students in science, and graduate students in other disciplines.

4. Liaised with Access York and other offices on campus to facilitate implementation of York's accessibility plan.

5. Reviewed the provision of notetaking services for students with disabilities with the aim of producing a report with recommendations to improve this process for students with disabilities.

6. Completed revisions to the Faculty Resource Guide and established an online resource: www.yorku.ca/facultyawareness.

7. Established a York Assessment Team to provide formal psycho-educational assessments for York students with learning disabilities and ADHD.

COUNSELLING AND DISABILITY SERVICES GOALS 2007-2008

1. Conduct service review of counselling and disability services to determine optimal service delivery model.

2. Based on analysis of the notetaking services review, begin the implementation of a more effective notetaking process for students with disabilities.

3. Based on analysis of the learning skills survey and focus group results, begin to implement learning skills programs more suitable to the needs of students in the Faculty of Science and Engineering and graduate students.

4. Add additional staff to enhance CDC's learning skills program.

5. Continue development of the Disability Services hub Web page.

THE COLLEGE SYSTEM

York University has eight faculty-affiliated colleges on the Keele Campus. Norman Bethune; Calumet; Founders; McLaughlin; Stong; Vanier; and Winters, Atkinson (integrated within the Atkinson Faculty of Liberal and Professional Studies). The colleges enhance the student experience for both residential and commuter students, providing an environment in which students have access to faculty and staff who can assist them with problems and provide academic and personal guidance.

The colleges collaborate with various partners in the University to provide services to students including orientation for first-year students, academic advising, foundations courses and program introductory courses, support for student life and the residence life system. The College Masters host many academic and social events with a goal of enriching the experience of students and to provide a sense of community among faculty members. The Academic Advisers in each college play a critical role in the delivery of general advising as well as serving as advocates for students, especially those in their first year.

The past year has been a transformative one for the college system as a result of the Task Force on the Colleges Report: Strengthening our Neighbourhoods. Along with an increase to the programming budget, and moving to a new professional residence staffing model, as of 1 July 2007 the Colleges will be transferred to the Vice-President Academic portfolio and each College Master will report to a Dean. This re-alignment will lead to greater integration within the academic community and enhance the overall student experience.

RESULTS FOR 2006-2007

1. Implementation of the College Task Force Report recommendations

- The colleges worked to communicate the recommendations and their impact to the college community.
- Participated in the hiring of the professional residence life team.
- Primary stakeholder in the Council of College Communities.

2. Update College Web sites

- Web sites were updated to be in compliance with university standards.
- Navigation was evaluated and content was updated.

3. Complete the move of the Faculty of Education into Winters College

- Plans drafted for move over the summer of 2007.

4. Refurbish the Junior Common Room in Calumet.

- Plans expanded to renovate additional student space and increase classroom space in College.

5. Maintain and expand the cooperative role that Colleges play in the delivery of orientation programming to first year students.

- Continued to play a leadership role in planning for academic and social orientation; including involvement in York's Red Zone.

GOALS FOR 2007-2008

1. Work collaboratively with the Deans and Masters to develop strategic plans for the Colleges.

SPORT AND RECREATION

Sport and Recreation fulfills an important aspect of the broader university experience by providing opportunities for personal development through a wide range of program offerings and services. Sport and Recreation contributes to the University's educational mandate, individual student development, institutional image and affinity, and the quality of life on campus.

Sport York includes 24 interuniversity teams (13 women's, 11 men's), which compete in the OUA (Ontario University Athletics) and the CIS (Canadian Interuniversity Sport). More than 225 university sport competitions are staged at York annually.

Recreation York has seven program components including memberships, fitness, aerobics/cross training, instructional courses, intramural sports, sport clubs, and casual "drop-in" activities. (See Figures 14 and 15 for participation rates).

Figure 14: Fitness Centre Participants

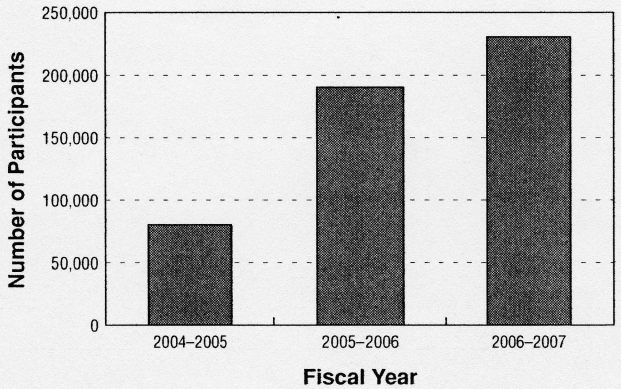
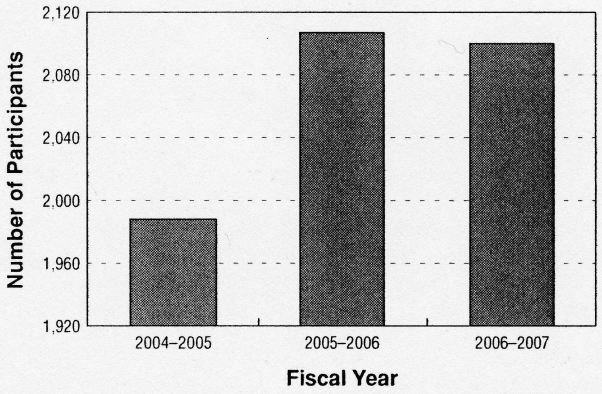


Figure 15: Number of Instructional Program Participants



Sport and Recreation is also involved in operational management of the University's numerous sport facilities; in the operation of Gorman/Shore Sport Injury Clinic; in fund raising (for student awards and University sport teams); and in outreach activities that include high school events, coaching clinics, and a summer sports camp for kids.

RESULTS FOR 2006-2007

1. Improve student-focused service delivery

Training sessions for managers and staff were held throughout the year to focus on the delivery of student-focused service. A motto ("Taking 'Pride' in what we do"), vision and value system was developed that was used to guide the development of a user-focused on-line registration system, building card swipe access and other service focused delivery methods.

Sport Club Guidelines to include definitions and levels of support were completed in 2006-2007 and will be approved in early 2007-2008.

2. Address physical space needs

In conjunction with University administration, a planned three year funding cycle was established for maintenance and renewal of the upper gymnasium floor, tennis courts, main gymnasium bleachers and squash courts. In 2006-2007, the squash courts and team rooms located in the basement of the Tait McKenzie Centre were renovated.

CanLan Ice Sports became the new owners of the 6-plex ice arena complex housed at York University. Sport & Recreation again rented a dedicated ice surface to allow fitness and lifestyle programs, intramurals and community service programming to run at current levels.

Substantial upgrades have been made by the City of Toronto to the Toronto Track & Field Centre.

A request to acquire net new sport and recreation activity space was submitted. Activity space continues to be an issue.

3. Student Assistantship

Twenty-five (25) new incoming awards for student-athletes were created to assist in the recruitment of quality student-athletes to York University. As well, six (6) new named awards were created for student-athletes by alumni and friends.

4. Continue to support, nurture and celebrate athletic excellence

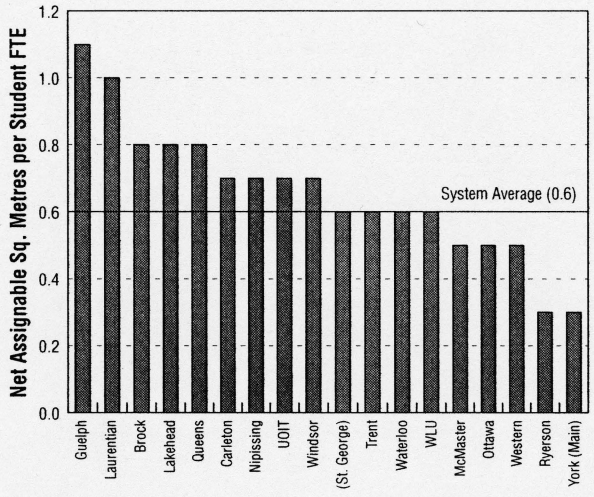
The women's basketball team won the OUA Championship for the first time in 25 years and the women's field hockey, women's soccer, women's basketball and track and field teams qualified for the CIS Championships.

GOALS FOR 2007-2008

1. Address physical space needs

York ranks lowest among all Ontario universities, with approximately one third of the average space of other similar-sized universities (See Figure 16).

Figure 16: Total Recreation/Athletic Space per Student FTE – 2004-2005



A sport and recreation facilities plan that addresses space requirements must be developed in the 2007 academic year. New facilities to be considered include a stadium with bubble cover for year round use; triple or expanded main gymnasium; aquatics centre; a wellness centre; and, an expanded fitness centre to provide additional activity/studio space.

Sport and Recreation will also work with the York University Development Corporation to ensure adequate long term land use for sport and recreation is incorporated in the University master plan.

A long term cycle of maintenance and renewal of sport and recreation facilities must also be established.

2. Enhance student assistantship and programming

Working closely with the York Foundation, Sport and Recreation will increase student financial support for both incoming and continuing student athletes. Significant progress has been made to date through the generous support of alumni but the number and value of awards must increase if we are to remain competitive.

Continue with the Adopt-an-Athlete program as a means of increasing interuniversity sport program enhancement dollars. This program has a goal of $125,000 per year for the support of sport teams.

3. Head Coach and Support Personnel

Sport and Recreation will work closely with York Human Resources to ensure that the University remains competitive in the GTA. The level of support staff required will also be reviewed within the context of an overall review of the mission and mandate of the department to ensure that York is able to continue to deliver a high performance student-based athletic program.

4. Program/Service Assessment

As part of an ongoing assessment, Sport and Recreation will survey users of the Tait McKenzie Centre to assess client interest and satisfaction through a series of interviews, focus groups and surveys.

5. Continue to support, nurture and celebrate student athletic excellence

Maintain York's commitment to achieving excellence and recognizing the achievements of our student athletes and supporting all students wishing to participate in athletic programs here at York. Sport and Recreation is committed to recruiting and retaining highly qualified student athletes.

CAREER CENTRE

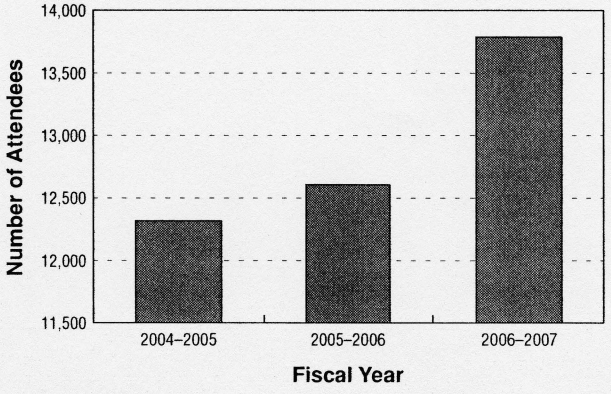
The mission of the Career Centre is to increase our students' confidence and abilities to construct meaningful careers. We work with students, new grads, staff, faculty, and employers to deliver career development, job search and experiential education programs to help our students build success on their own terms. Today's students want and expect strong career outcomes from university studies. Students want individualized and customized support to help them make career decisions, find good jobs, and feel confident about their futures. The Career Centre has steadily increased the number of students we reach with this support each year, we've created more options for students to access our services on-line and across campus, and we have improved our experiential education programming.

RESULTS FOR 2006-2007

Focus our service delivery model to provide more individualized and customized services for students that support their development of career self-management skills.

- Introduced one-on-one career counselling that assists students in acquiring the necessary understandings of self, work preferences, barriers to work, etc. to help them take the next step in their careers.
- Created new targeted services and events to increase students' job search success. For example, launched the *Get Hired* program, through which 99 per cent of participants felt that their confidence in job search skills was increased.
- Launched a redesigned web section that allows students to easily navigate to targeted information that is relevant to their individual needs. Added new sections on career decision-making and further education and updated sections on job searching (See Figure 17).

Figure 17: Number of Students Attending Career Events and Services



Expand experiential opportunities for students to develop skills and learn about career possibilities.

- Under the leadership of the VP Students and the Associate VP Academic, we worked with Student Financial Services to develop the innovative Research at York (RAY) Program. This program connects undergraduate students with paid opportunities to contribute to research activities on campus, thereby enhancing their academic experience and interest in graduate studies.
- Drafted a partnership guide to facilitate the addition of new programs to our internship structure.
- Offered additional internship options for Technology Internship Program participants through targeted outreach to employers.

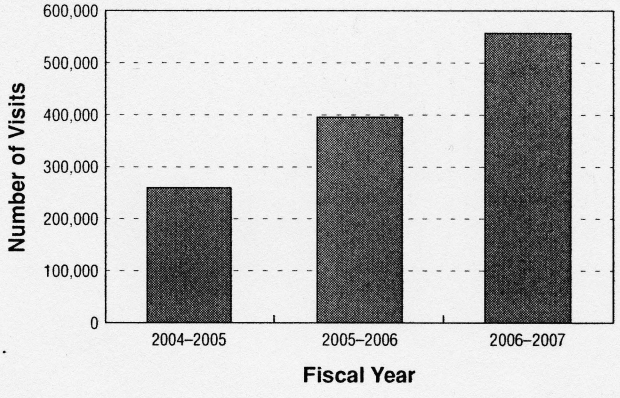
Increase the visibility and community awareness of the Career Centre as a centre of career development expertise.

- Expanded outreach to students through 33 new Web links from other departments' Web sites to the Career Centre's Web site and special events Web pages.

Increased the number of notices and articles that highlighted the centre's special events and initiatives in York publications and student newspapers.

- Achieved a 41 per cent increase in traffic to the Career Centre Web site (see Figure 18).

Figure 18: Career Centre Web Site Visits



Increase the operational/management efficiency and effectiveness.

- Moved to McLaughlin College in October 2006 with minimal disruption in services to students.
- Improved the framework for evaluating the effectiveness of services to ensure we provide the highest quality programming. This included conducting a follow-up survey for career counselling clients and creating new assessments of learning outcomes for job search workshops.
- Facilitated a University Career Centre Metrics Working Group with colleagues at four other Ontario universities and presented a draft Learning Outcomes Tool to the directors of Ontario university career centres.

GOALS FOR 2007-2008

Increase student participation and broaden the scope of our programs in support of student's development of career self-management skills.

- Propose a program structure to serve the unique career needs of our graduate students.
- Provide customized programming for targeted groups, e.g. a tailored program for new graduates in partnership with the Alumni Office.
- Integrate further education advising into our program structure.

Increase the visibility and community awareness of the Career Centre.

- Publish a community newsletter twice a year.
- Run a Career Ambassador Program of student volunteers.

Maximize stakeholder involvement and increase coordination and collaboration.

- Create and facilitate a Student Advisory Group to provide input on program development.
- Initiate a Career Services Council of the campus career centre leaders.

Division of the Vice-President Finance and Administration

Gary Brewer, Vice-President

The budget summary for the Division of the Vice-President Finance and Administration is presented in the following tables. The "Operating Results by Unit" table includes results and budgets for all units within the VPFA Division with the exception of the revenue generating, ancillary business units. The "Operating Results by Expense Type" table excludes the data for the "Facilities Services" units that were merged into the Department of Campus Services and Business Operations during the 2006-2007 fiscal year. The data for the Facilities Services units is presented in a separate "Operating Results by Expense Type" table in the CSBO section that follows. The Financial Results for Ancillary Operations are also presented in the CSBO section.

During fiscal 2006-2007, the planned budget cut of 2.5 per cent for all Finance and Administration operating units was managed at the divisional level, which resulted in a re-distribution of $937,000 from the base allocation to the Office of the VP. Within the Division's 2006-2007 operating results, Facilities Services units faced significant escalation in energy cost as well as increased operating and overhead costs associated with the addition of the Accolade East and West Buildings. The Office of the VP drew on previous years' carryforward to support planned special projects and initiatives, particularly in Facilities and Security Services units within Campus Services and Business Operations; to fund one-time expenditures associated with the implementation of Human Resources strategic objectives; and to share with the Vice-President Academic York's cost of staging the Congress of the Humanities and Social Sciences in May 2006.

The 2007-2008 budget plan again draws on previous years' carryforward to support special projects and initiatives, particularly in implementing strategic HR goals.

Division of the VP Finance and Administration

	Operating Results by Unit		
(Dollars)	2006-2007 Budget	2006-2007 Actuals	2007-2008 Budget
Office of the VP Finance and Administration	1,586,672	1,853,374	1,530,239
Internal Audit	530,000	544,187	581,100
Facilities Services	58,410,409	57,411,721	61,563,431
Occupational Health and Safety	694,449	647,060	687,628
Security Services	4,200,382	3,806,088	6,503,598
Finance	9,740,410	12,607,934	11,680,466
Human Resources & Employee Relations	5,498,722	5,381,493	6,365,007
Total Division of VP Finance & Administration	**80,661,044**	**82,251,857**	**88,911,469**

Division of the VP Finance and Administration (Excluding Facilities Services)

	Operating Results by Expense Type		
(Dollars)	2006-2007 Budget	2006-2007 Actuals	2007-2008 Budget
Revenue:			
External cost recoveries	-	31,381	27,660
Internal cost recoveries	145,000	405,576	226,700
Other revenues	1,170,850	2,298,017	3,301,966
Central allocations	20,220,064	19,959,885	21,658,331
Total Revenue	**21,535,914**	**22,694,858**	**25,214,657**
Expenses:			
Faculty - Administration	-	-	-
Faculty - Full-time	-	-	-
Faculty - Contract	-	-	-
Teaching assistants	-	-	-
Research	-	-	-
Support/Administration	17,653,399	17,662,687	21,305,438
Other	521,900	1,926,138	1,642,033
Total Salaries and Benefits	**18,175,299**	**19,548,825**	**22,947,471**
Operating costs	3,796,136	4,997,396	3,972,457
Amortization of capital assets	-	-	-
Cost of goods sold	-	-	-
Taxes and utilities	279,200	293,915	428,110
Scholarships & bursaries	-	-	-
Interest on long-term debt	-	-	-
Total Expenses	**22,250,635**	**24,840,136**	**27,348,038**
Total Revenue less Expenses	**(714,721)**	**(2,145,278)**	**(2,133,381)**
Previous Year's Carryforward	**5,684,849**	**5,684,849**	**3,539,571**
Carryforward to Next Year	**4,970,128**	**3,539,571**	**1,406,190**

Office of the Vice-President, Finance and Administration

OFFICE OF THE VPFA: OBJECTIVES MET IN 2006-2007

Review of Institutional Budget Allocation Framework and Processes

In early 2006, the Office of VPFA undertook a budget review project, with the goal of establishing transparent, rigorous and accountable budget processes at York, and to ensure a budget framework that was clearly linked to achievement of institutional strategic objectives. The Budget Process Review Project was

completed during 2006-2007 and a report released in March 2007 that detailed the structure, findings and recommendations resulting from the comprehensive review. A summary of the review is contained in the President's section of this PBA Report and the detailed report is available at www.yorku.ca/vpfa/documents.htm. The key recommendation of the report, endorsed by the President and the Vice-Presidents, is for an Integrated Resource Planning Framework to be implemented at York and the VP Finance and Administration has been charged with this responsibility.

Development of a Capital Financing Plan

During 2006-2007, a financing plan was developed and presented to the Finance and Staff Resources Committee of the Board of Governors. The financing plan supports the 2006 Update to the University Capital Plan, which outlines the University's priorities and focus for future capital projects in excess of $1 million. The financing plan identifies available sources and potential constraints in funding capital projects through 2009-2010 and provides a context for capital and financing decisions.

York's Bid for Ontario Archives

The VPFA was heavily involved in the University's successful bid to construct the main public access facility for the Archives of Ontario on the University's Keele campus. The University has undertaken to design, build, finance and operate this facility through a consortium comprised of PCL Construction, The Plenary Group, B+H Architects, and Morguard Corporation. Winning this project also created an opportunity to construct an adjacent building of approximately 100,000 SF for York University's academic and research purposes. Since the Province's announcement of the award, the VPFA has provided leadership to the project planning, development and integration with University stakeholders and operations.

Accommodating the Graduate Enrolment Growth Plan

During 2006-2007, the Division of the VPFA provided support to the University's overall graduate enrolment growth plan by creating a graduate enrolment financing and allocation plan and participating in the development of an enhanced graduate support program which will provide a higher level commitment of funding support for master's and doctoral students for the period 2007-2010. The annual updates to the University's capital and capital financing plans also included physical capacity for graduate growth in a new University building included in the Archives Project and related backfill of space.

Update of Policies, Guidelines and Regulations

The Office of the VPFA continued to facilitate and coordinate the development and approval of new or updated policies, procedures and guidelines related to the functional responsibilities of the Division. During 2006-2007, a Signing Authority Guideline and Register was established for the approval and execution of documents on behalf of York University. Additionally, a new Policy and Procedure on the Reimbursement of Expenses Policy was implemented and approval given for a revised University Policy on Capital Projects and a new Guideline on Outdoor Banners. Considerable attention was also given to the development of new Policies and Procedures on the Procurement of Goods and Services and Surplus Asset Disposal as well as a Guideline on Declaring a Conflict of Interest in the Procurement of Goods and Services. Board approval of these important documents was received in Spring 2007.

Access Control: Revitalize Key Management Program

A review of practices relating to key control was completed in order to improve processes and controls. An inventory software program was acquired for the recording of key production and distribution data and the populating of this database is proceeding. Additionally, a web application has been developed to facilitate key requests, authorization and production and this will be rolled-out to the community with appropriate training programs to be held in Fall 2007. A common electronic record-keeping template has also been developed for use where keys are managed at the local unit level. To date, more than 150 departments and offices across the University have now adopted and employed this application.

Pandemic Influenza Planning

The Office of the VPFA provided leadership and support to a cross-divisional steering committee which completed the development of a Pandemic Influenza Plan for York University. The Plan aligns with assumptions and principles of municipal and provincial public health plans and with the World Health Organization's six phases of pandemic alert. The committee will continue to meet to implement actions detailed in the plan and to monitor and respond to changes in global alert status.

Continue Presentations to the University Community

To promote better understanding of the University's finances and other resources (e.g., space, land use, facility development, staff resources) and to foster closer integration with enrolment and academic planning, the Vice-President provided a number of informational presentations during 2006-2007. These included presentations to Deans, the University Administrative Forum (UAF), the Senior Administrators Group Exchange (SAGE), the Senate Academic Policy and Planning Committee (APPC), Senate and the Board of Governors. Additionally, the Vice-President participated in numerous consultations with Deans and other senior administrators related to the Budget Process Review Project and staged open informational sessions for Deans, Chairs and senior managers regarding the roll-out of new policies and procedures governing procurement, surplus asset disposal, reimbursement of expenses and signing authority.

OFFICE OF THE VPFA: GOALS FOR 2007-2008

Implementation of UAP Priorities

The VPFA will continue to align planning, resource allocation and service delivery activities within the Division to support the objectives of the University Academic Plan, with particular focus on multi-year budget planning; resources for strategic research priorities; enrolment planning and accommodating graduate growth; health related initiatives; and enhancing York's distinctiveness and reputation.

Implementation of an Integrated Resource Planning Framework

Initiating the implementation of the University's Integrated Resource Planning (IRP) Framework will be a key focus for the VPFA for 2007-2008. Specific goals to be achieved fall into five key areas that specifically support the IRP implementation:

- Governance – An Integrated Resource Planning Office will be established to support University, divisional and unit level planning; and develop committee structures necessary to achieve IRP goals.
- Process Development – An institutional business planning template will be created as will a common multi-year budget planning cycle, materials to guide IRP, a working group to consider issues related to pan-university position control, and preliminary divisional business plans.
- Process Improvement – Short-term and long-term budget and resource planning frameworks at the University will be established; existing University, divisional and unit level budget committee structures and mandates will be documented; and budget planning processes will be simplified.
- Communications – A strategy will be developed that focuses on implementing IRP and continually engages the University community in the process.
- Accountability – An internal accountability framework will be developed along with a detailed, measurable multi-year work plan that monitors the progress of the goals associated with IRP and its implementation.

The continuous cycle of evaluation, assessment and community engagement will be inherent in IRP implementation, to ensure that changes achieve intended results. The process of IRP implementation will be iterative and will allow for adjustments arising from lessons learned and from influences in the internal or external landscape.

Provide Leadership and Oversight to Archives Project

The contractual arrangements between and among the consortium partners and the Ontario Realty Corporation require that the Archives of Ontario main public access facility be delivered by March 2009. Working with the York University Development Corporation and the consortium partners, the Vice-President Finance and Administration will play a significant role in ensuring that the University's contractual responsibilities are fulfilled, the University's requirements for its academic and research building are achieved, and necessary provisions are implemented for the interface of the future TTC subway station in the design and construction of this building complex.

Update of Policies, Guidelines and Regulations

The Office of the VPFA will continue to facilitate and coordinate the development and approval of new or updated policies, procedures and guidelines related to the functional responsibilities of the Division. During 2007-2008, policies and procedures relating to Procurement and Surplus Asset Disposal to be approved by the Board will be implemented. Additionally, policies and procedures will be developed or updated relating to Capital Projects and Capital Expenditure Management; Selection of Architects, Planners & Landscape Architects for Major Projects; Selection of Construction Related Consultants; and Selection of Contractors and Awarding of Construction, Renovation and Alteration Contracts. In addition, the VPFA will collaborate with the Vice-President Research and Innovation and University Counsel in the development of a policy framework for businesses and entities that operate at York University.

Implementation of new Key Control Program

The Office of the VPFA will continue to provide oversight to the implementation of a restructured key management program with the introduction of the new web-based key request tool in Fall 2007 and the development of associated reports generated through eReports; the creation of a standard operating procedure for keys issued to and retrieved from contractors; continued implementation of the standard University record keeping template for local unit-level key issue records; development of a random key audit program to be enacted annually by Security Services; and training programs for key coordinators and designated authorities across all divisions, Faculties, and departments.

Continue Presentations to the University Community

The Office of the VPFA will continue to provide informational presentations to Deans, Executive Officers, Faculty Councils, Senate and other groups in order to promote better understanding of the University's finances and other resources (e.g., space, land use, facility development, staff resources) and to foster closer integration with enrolment, academic and research planning.

FINANCE

Trudy Pound-Curtis,
Assistant Vice-President Finance & Chief Financial Officer

During the 2006-2007 fiscal year, the Finance Department planned a deficit budget, drawing on funds purposely set aside and carried forward from previous years to cover significant one-time costs associated with the upgrade, acquisition and development of systems and hardware.

FINANCE: OBJECTIVES MET IN 2006-2007

Enhance Finance System Procedures

Finance focused on opportunities to utilize available technologies to enhance its capabilities by implementing an improved financial forecasting and cash management tracking system, a new foreign wire draft system, a monthly "data integrity" compliance plan which establishes the monthly/quarterly/yearly standard operating procedures for key financial accounts and additional enhancements for the forecasting and budget call eReporting tool.

Multi-Year Capital Financing Plan

A multi-year capital financing plan was completed and approved by the Board Finance and Staff Resources Committee. The plan

identified the sources of funds for future capital projects, future financing plans and determined the University's total debt capacity to the year 2010.

Enhance Performance of Administrative Systems

Information Technology Services continued the enhancement of the capability and performance of administrative systems. During the year, a number of systems were successfully implemented including a student housing reservation system, the York Card, an upgrade of Maximo (facilities management system), a new Course Pack Printing System, as well as further improvements to the University's forecast and budget tool. Progress was also made on the implementation of the new Advancement System.

Audit Pension Administration System Conversion

During the year, the University replaced its outsourced pension administration system with a new in-house-managed system. An independent audit was conducted to assess the accuracy of data transferred from the existing system, as well as the accuracy of the data generated by the new in-house system, and to test the controls and accuracy of the system conversion. The external auditor reported no issues of concern related to this project and confirmed the accuracy of the systems.

Endowment Asset Review

An overall fund review of the University Endowment Fund was conducted and focused on the investment structure of the Fund. The review incorporated a study of the risk/return objectives, asset mix, performance benchmark, manager mandates and manager selection, and paid attention to global equity exposure, currency exposures, and the potential role and appropriateness of alternative asset strategies in the fund. The results of the study were approved by the Board Investment Committee and will result in a change to the University's asset mix to increase the University's exposure to equities. The Fund will increase its diversification and lower its risk profile through the expansion of asset classes.

Budget Allocation Framework and Process

The Office of Budgets and Planning began a review of certain budget practices, which were identified in the Budget Review Project. The implementation of the Project's recommendations will be phased-in over the next three years. The Office of Budgets and Planning will continue to coordinate its activities to align with the implementation of these recommendations.

Initiatives for Better Service Delivery to University Researchers

In support of researchers and the University academic plan, four new research administrator positions were created, recruited and trained to provide local Faculty level administrative support to researchers. A new email notification and reminder system was introduced for researchers to advise them of the status of their research grants, provide advance notice of expiring grant dates, etc. Guidelines on the eligibility of "Specific Research Grants" were developed and communicated, and workshops and training sessions were introduced for CFI grantees and new researchers.

FINANCE: KEY PERFORMANCE INDICATORS

The primary objective for the Department of Finance is to ensure the long-term financial health of the University. The following key performance indicators are used to measure the University's financial health:

1. Deficit (Unrestricted Net Asset Balance).
2. University endowment (Investment Performance and growth of the fund).
3. University Pension Plan (Investment Performance and funded status).

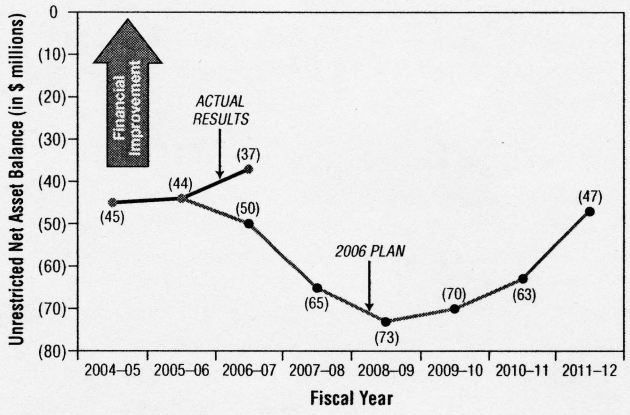
Deficit (Unrestricted Net Asset Balance)

The deficit is included in the Net Assets section of the Balance Sheet. This is a financial measure that includes results associated with the operating, capital and ancillary activities of the University. It essentially represents the accumulated surplus or deficit position of the University's activities since inception.

The net asset plan was updated to 2010-2011 to reflect significant changes that have occurred with respect to the University's key planning assumptions, particularly enrolment levels and capital projects that were impacted by actions taken in order to accommodate the growth in enrolment associated with graduate program expansion, as well as other assumptions changes.

Figure 1 below details the Deficit (Unrestricted Net Assets Balance) and performance to date against the plan.

Figure 1: Deficit (Net Assets Balance)



Source: Office of the Assistant Vice-President Finance & CFO

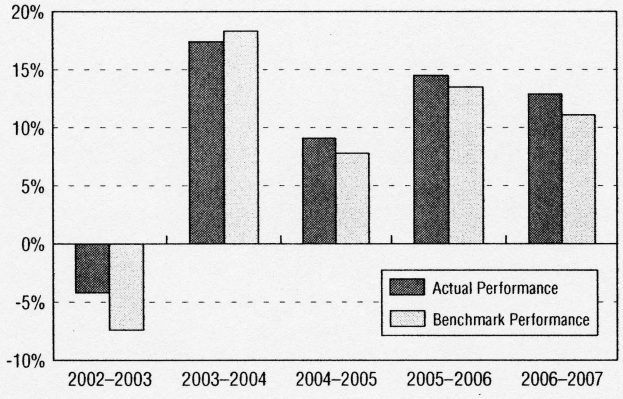
The positive performance to plan in 2006-2007 resulted from improved performance relative to budget for ancillary operations, the delayed timing of planned internally financed capital projects and anticipated positive operating budget performance. The University will continue to manage responsibly the net assets balance.

University Endowment

Endowments include restricted donations received by the University and internally-designated donations. Investment

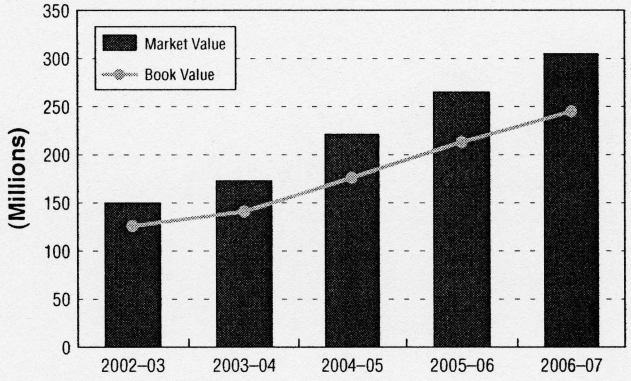
returns generated from endowments are used in accordance with the various purposes established by the donors or by the Board of Governors.

Figure 2: Investment Performance Results (Return vs. Benchmark)



Source: Office of the Assistant Vice-President Finance and CFO

Figure 3: Investment Value at December 31



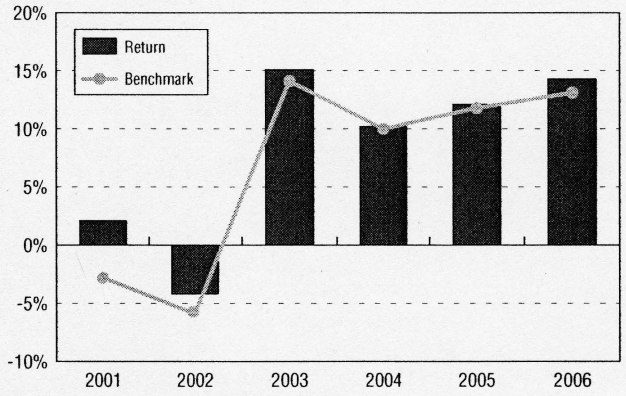
Source: Office of the Assistant Vice-President Finance & CFO

Over the past five years, the value of the endowments, at December 31, has increased from $150 million in 2002 to $305 million in 2006, representing a 103 per cent increase over that period. This growth is the result of fundraising efforts, internally restricted contributions, and investment performance. Over that time period, the investment performance of the endowment has exceeded the policy benchmark for four of the five years. The benchmark is a weighted composite of market indexes representing the main asset classes in which the fund is invested.

University Pension Plan

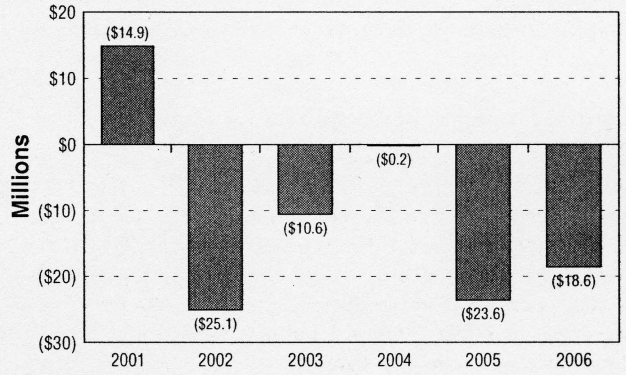
The York University Pension Plan was established by York University to provide pension benefits to its faculty and staff as an essential element of the University's compensation policy.

Figure 4: Investment Performance Results (Return vs. Benchmark)



Source: Office of the Assistant Vice-President Finance and CFO

Figure 5: Funded Status of Pension Plan



Source: Office of the Assistant Vice-President Finance & CFO

The University engages the services of an actuary to determine annually the funded status of the plan and identify whether the assets in the fund are sufficient to meet the pension obligations. These actuarial calculations are based on a number of assumptions deemed to be reasonable at the time of each valuation.

The funded status for the Pension Fund is significantly impacted by the annual investment performance, as well as changes required to the actuarial assumptions.

In the past five years, the funded status of the plan has been impacted by changes to the following actuarial assumptions:

2002 – Investment returns

2003 – Adoption of new mortality tables

2004 – Changes to the Income Tax Act maximum pension limits

2005 – A reduction in the valuation interest rates and an increase in the non-reduction reserve requirements

2006 – Further adjustments to the mortality tables and a change in current service cost methodology

The investment performance in each of the last five years has exceeded the performance of its policy benchmarks, which is a weighted composite of market indexes representing the main asset classes in which the fund is invested.

FINANCE: GOALS FOR 2007-2008

Enhance the Enablement Strategy in the Procure to Pay Process

The Finance Department has adopted an "enablement" strategy to enhance the Procure to Pay process. This strategy focuses on the use of technology as the major vehicle for the standard service delivery for routine business transactions. The focus of this strategy is to implement more efficient procurement and payment practices that will result in effective policy compliance, in an environment of strong internal control. The objective for 2007-2008 is to make continued progress in this area through the evaluation of the opportunities presented through the Ontario Education Collaborative Marketplace that is being funded by the Ministry of Finance, as well as evaluating opportunities for increased use of technology for the processing of travel claims.

Enhance Performance of Administrative Systems

Information Technology Services will continue to enhance the capability and performance of administrative systems. This includes projects such as the implementation of the new Advancement and Alumni system and the upgrade of the PeopleSoft Human Resource system. Work will commence on a new Time and Attendance system, as well as implementation of a new electronic invoice tool for University vendors.

ITS Organizational Structure Review

ITS will engage the services of an external consultant to perform a review of its organizational structure and mandate. The review will assist in establishing an appropriate staffing and funding level to support the required service levels for the administrative units supported by ITS.

Update of Multi-Year Capital Financing Plan and Projected Net Asset Plan

The Finance Department will play a lead role in the updating of the multi-year capital financing plan, which will identify sources of funds for future capital projects and identification and implementation of financing plans based on the assessment of the University's total debt capacity. Finance will also play a key leadership role in the development of the multi-year operating budget plans and long-term ancillary plan in order to complete the forecast of the long-term net asset plan. This plan is a key performance indicator of the University's overall financial position.

Implementation of Endowment Asset Mix Review

The results of the fund review of the University Endowment Fund identified opportunities to enhance investment performance through increased diversification of its investment portfolio, while reducing the associated risk. The review recommended changes to the current portfolio through an expansion of new asset classes. The Finance Department will proceed with the implementation of the study recommendation.

HUMAN RESOURCES & EMPLOYEE RELATIONS

Norman Ahmet, Assistant Vice-President

In 2006-2007, the Human Resources & Employee Relations Department (HR&ER) implemented a number of key strategic structural changes including several new positions for building resource capacity to support the University's HR objectives. This was achieved within the context of existing base funding, with some transitional support from the Vice-President Finance and Administration as well as reinstatement of the in-year budget cut through a base transfer to HR&ER of other divisional funds. Over the next two years, HR&ER will work with the Vice-President to regularize its base funding to sustain this new level of resource capacity.

HR&ER: OBJECTIVES MET IN 2006-2007

Collective Bargaining

A three year collective agreement with the York University Faculty Association (YUFA) was negotiated for the term May 2006 to April 2009. Additionally, a memorandum of agreement for a three year term with Osgoode Hall Faculty Association (OHFA) was unanimously accepted by the faculty members for the term May 2006 to April 2009. A three-year contract was also achieved with the full-time instructors in the York University English Language Institute (YUELI) represented by Ontario Public Servants Employees Union (OPSEU), Local 578. Negotiations for a new contract for YUSA 2 are expected to take place in Fall 2007.

Job Evaluation and Compensation Administration

A new job evaluation and compensation program for Confidential, Professional and Management (CPM) employees has been successfully introduced. Designed to reflect market salary and encourage performance excellence, it provides CPM employees the opportunity to receive a merit increase to their base salary and progress through their salary range based on performance and achievement of defined goals and objectives. All CPM positions have been placed within the new 10 job evaluation band and salary grade structures. Extensive communications together with a CPM Compensation System manual have been provided to the community to ensure a smooth transition to this new system.

The backlog of YUSA jobs held in the queue for job evaluation purposes has been eliminated which allows a timely and effective process in the future.

CPM Performance Management

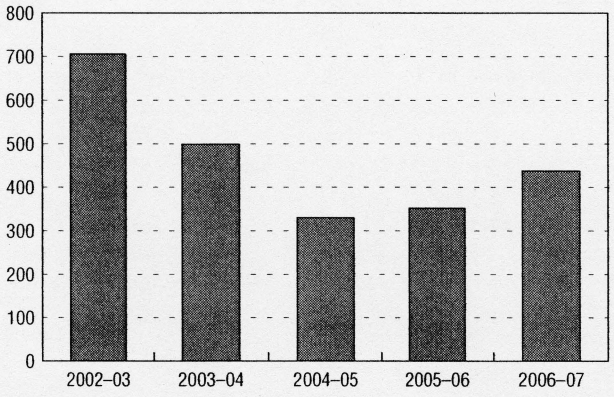
An external consulting firm was retained by HR&ER to redesign the performance management program for CPM employees to ensure alignment with the new compensation program. The initial design has been completed.

Training and Development

During 2006-2007, training for Lotus Notes was provided to 1,222 employees to continue to support the University-wide implementation of the system. In addition to the software training sessions offered by Microcomputer Training Lab, 36 interpersonal and managerial training sessions were offered with 595 participants. This represented an increase in number of courses offered by 28 per cent as well as an increase in participants by 43 per cent compared to 2005-2006. An internal scan of the training and development activities at the University has been completed as a key component in developing a new Learning and Development strategy during 2007-2008.

WSIB Claims/Lost Time

Figure 6: WSIB Lost Time Tracking (Days), 2002-2007



Source: Department of Human Resources & Employee Relations

During the period of May 1, 2006 through April 30, 2007, the number of lost days from work owing to injury or sickness was 438. The impact of lost time has been mitigated by improved prevention strategies including timely accident follow up, comprehensive training and effective campus wide communication. The Employee Well Being Office (EWO) in HR&ER administers claims management and return-to-work programs.

Human Resource Information Management System (HRIM)

York Employee Self Service System (YESSS) was introduced in February 2007 to allow 4,000 full-time employees to review and update their personal information via web. In addition to the improvement in customer service and data integrity, this service has also reduced returned mail at taxation year-end due to outdated employee addresses.

The HRIM team has been engaged in a major PeopleSoft upgrade together with Information Technology Services (ITS). Targeted for completion during 2007-2008, this upgrade will improve tax compliance capabilities and provide the foundation for new applications such as time and attendance and "e-recruit" that will enable improved and streamlined processes, controls and service.

Pension Administration

In 2006-2007, the Pension and Benefits Office successfully converted the management of the York University Pension Plan from being outsourced to a pension administration company to in-house management with the support of pension software provided by SeclonLogic Inc. An independent audit was conducted by the actuarial firm Morneau Sobeco which confirmed that the system conversion had been conducted properly and that the new pension system was accurately tracking and calculating pension and benefits. This has improved delivery of pension services, including a more robust, online pension estimator called the York University Retirement Planner (YURP) which was introduced to active employees on September 1, 2006 and has been used widely since that time.

Records Management

An assessment has been conducted of HR&ER's record management and retention practices, the outcome of which indicates a need to develop and implement HR&ER record management policies and procedures for the department (that would also govern the HR&ER function in all Faculties and departments) to improve efficiency and to ensure compliance with various related legislation, including FIPPA.

Recruitment

Optional services are now available to assist hiring managers throughout the recruitment life cycle. A new employee orientation package has been developed, introduced and well received by the community. Relocation Services continued successfully into its second year after a well-received start-up, and completed a comprehensive Relocation Services Handbook, which is now available online.

HR&ER: GOALS FOR 2007-2008

Collective Bargaining

Strategic planning and commencement of the collective agreement negotiations with the following union groups will take place: York University Staff Association (YUSA), Units 1 and 2; Canadian Union of Public Employees (CUPE) 3903 Units1, 2 and 3; CUPE 1356; CUPE 1356-1 and 1356-2; and International Union of Operating Engineers (IUOE). Additionally, following the recent certification of a new OPSEU bargaining unit for part-time instructors at YUELI, it is expected that a first contract will be negotiated during the 2007-2008 year.

Job Evaluation and Compensation Administration

A compensation survey will be conducted to determine the level of competitiveness of the CPM salary ranges with comparable jobs within the broader public sector job market and for selective jobs, within the private sector job market. Continuing support to the community will be provided to administer effectively the newly introduced CPM Job Evaluation and Compensation system.

Pension Administration

The 2006 annual pension statements for employees using the new pension software will be completed and distributed by May 31, 2007. The policy and member booklets for the Health, Dental and Vision benefit plans will be updated by December 31, 2007.

Human Resource Information Management System (HRIM)

HR&ER will work with ITS to ensure a smooth transition for the launch of the People Soft system upgrade to production from version 8.3 to 8.9.

CPM Performance Management

HR&ER will introduce the new CPM Performance Management system to the community to ensure alignment with the new CPM Job Evaluation and Compensation program. The program is being piloted in the summer of 2007 for full implementation in 2008-2009.

Learning Development

Resource assessment and strategic planning will be conducted for the development and implementation of a Learning and Development strategy for the University with a particular focus on leadership development and building management capacity.

Recruitment

Recruitment protocols, tools and 'best practices' will continue to be further developed and implemented. A 'Hiring Manager Toolkit' including Standard Operating Procedures will be completed and made available online. The implementation of an e-recruitment solution will help to overcome several administrative and time-consuming challenges. Relocation Services estimates that in 2007-2008, it will assist approximately 200 new and recently hired faculty members, librarians and senior CPM hires in the pre-move, moving, and settlement stages of their relocation. An online Relocation Services customer satisfaction survey will be developed and implemented.

Records Management

HR&ER record management policies and procedures that are compliant with and reflective of related legislation will be developed and implemented within the HR&ER Department. Community training and roll-out will follow.

EMPLOYMENT EQUITY: WORKFORCE REPRESENTATION

As York University participates in the Federal Contractors Program, the federal government through the Employment Equity Act requires York to take steps to ensure that reasonable progress is made toward the fair representation of the four designated groups that have been traditionally underrepresented in the workforce: Aboriginal peoples, persons with disabilities, visible minorities and women.

York's workforce representation of these groups is compared with labour market availability data, currently from the 2001 Census, to identify gaps in representation. Overall, York continues to exceed the external levels of representation.

York's employment equity plan is solid and comprehensive, and appropriate employment equity priorities and goals have been established. There is a continued focus on employment equity initiatives to increase the representation of these groups in all areas of the workforce.

Women

York continues to have a high representation of women. In 2006, women represented 56.5 per cent of employees overall – a slight decrease (0.1 per cent) from 2005. This exceeds the external availability number (48.9 per cent) by 7.5 per cent.

For faculty members and librarians, there was also a slight decrease (0.2 per cent) in the representation of women. The current representation of 44.4 per cent remains significantly above the external availability number of 36.2 per cent.

Aboriginal Peoples

The representation of Aboriginal peoples at York remained at 1.2 per cent in 2006, consistent with representation in 2004 and 2005. While this number has remained stable, it continues to exceed the external workforce availability of 0.8 per cent.

Among faculty members and librarians, there was a slight decline (0.1 per cent) in the representation of Aboriginal peoples. Aboriginal peoples now represent 0.7 per cent of the faculty and librarian group, matching the external availability number.

Visible Minorities

There continues to be an upward trend in the representation of visible minorities at York University. In 2006, the representation for this group increased by 1.0 per cent to 25.9 per cent. This exceeds the current external availability of visible minorities (22.4 per cent) by 3.5 per cent.

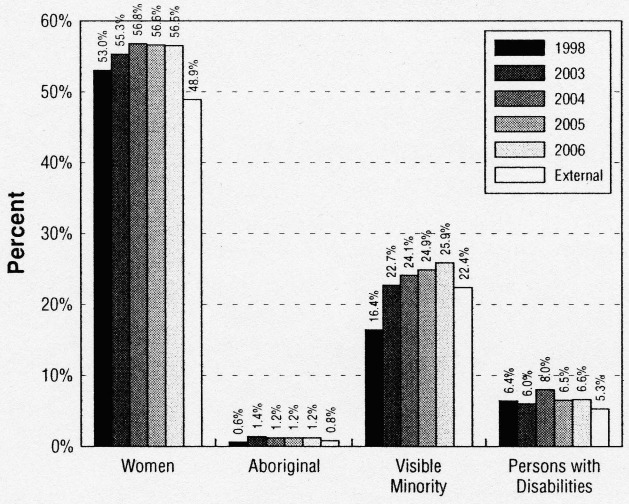
The representation of visible minorities is also increasing among faculty and librarians. In 2006, visible minorities accounted for 17.1 per cent of this group, up 1.3 per cent from 2005. This surpasses the external availability for this group by 5.1 per cent.

Persons with Disabilities

York's representation of persons with disabilities increased by 0.1 per cent in 2006 and now accounts for 6.6 per cent of the University's workforce. The representation of this group at York is 1.3 per cent above the external availability of 5.3 per cent.

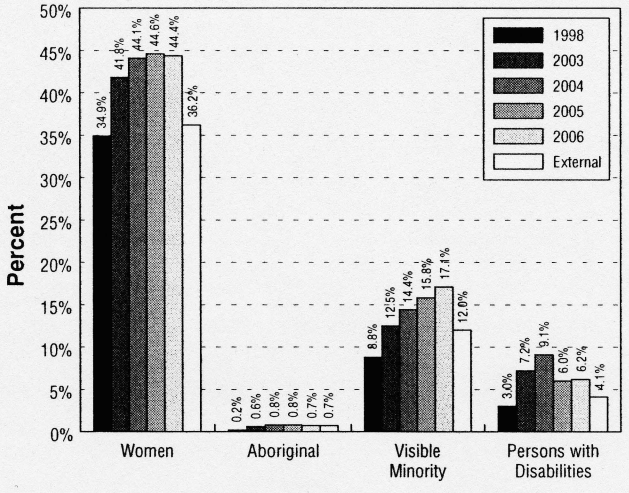
Persons with Disabilities also increased representation among faculty and librarians in 2006, up 0.2 per cent to 6.2 per cent. For this group, persons with disabilities are now 2.1 per cent over the external availability of 4.1 per cent.

Figure 7: Representation of Designated Employment Equity Groups among all York Employees – per cent



Source: Department of Human Resources & Employee Relations

Figure 8: Representation of Designated Employment Equity Groups among Faculty and Librarians – per cent



Source: Department of Human Resources & Employee Relations

EMPLOYMENT EQUITY: Objectives met in 2006-2007

In October 2006, York University further demonstrated its commitment to Employment Equity with the hiring of an Employment Equity Officer. This dedicated resource works with members of the York community and external partners to ensure the University's employment equity initiatives and priorities continue to move forward. During 2006-2007, outreach recruitment initiatives continued to be a priority. Time was invested to strengthen relationships with community partners while building new pipelines to attract applicants from the designated groups. York also attended several career fairs targeting designated group applicants.

EMPLOYMENT EQUITY: Goals for 2007-2008

In 2007-2008, York's employment equity strategy will be further developed and fully executed. The Employment Equity Officer will continue to work with community organizations through targeted outreach. The employment equity section of the Human Resources & Employee Relations Web site will be updated with enhanced content, information and resources for applicants, employees, and managers. Employment Equity education programs will be introduced as part of the training for managers.

OCCUPATIONAL HEALTH AND SAFETY

Patricia Yu, Director

DOHS: OBJECTIVES MET IN 2006-07

WSIB 2006 Safety Groups Program

York University, with 15 other Ontario universities, participated in the WSIB Safety Groups Program by committing to implement five accident prevention initiatives. The following are the objectives met in 2006-07.

- Reviewed the newly amended asbestos regulation and developed an implementation plan. The plan included employee training; a University-wide survey of asbestos and update of its asbestos inventory; and a revision to asbestos work procedures.
- Developed an ergonomic guideline for the purchase of office chairs.
- Reviewed the new Confined Space Regulation and developed a communication plan.
- Developed a Biosafety Laboratory Worker Safety Orientation checklist.
- Developed a new (post construction/renovation) building inspection protocol and checklist.

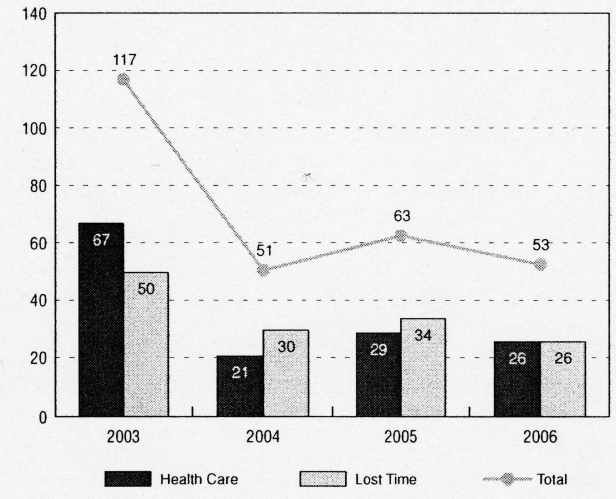
DOHS: PERFORMANCE INDICATORS

Figure 9: Work Days Lost Annually

	2006	2005	2004	2003	2002
Number of Work days lost annually	**422**	408	408	492	1,002
Full time Employee Population	**3,862**	3,755	3,644	3,468	3,331
X260 paid work days	**1,004,120**	976,300	947,440	901,680	866,060
Work days lost per 1000 employees	**0.42**	0.42	0.43	0.55	1.18

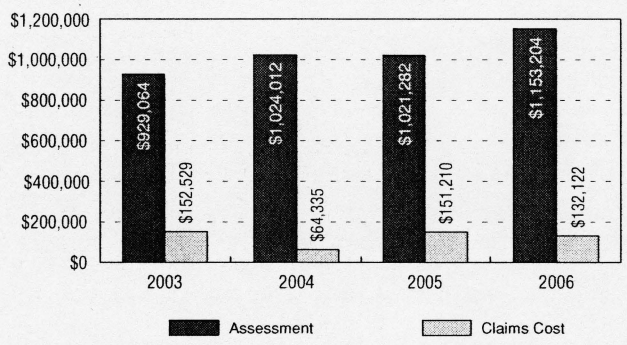
Source: Department of Occupational Health and Safety

Figure 10: Number of WSIB Claims



Source: Department of Occupational Health and Safety

Figure 11: WSIB Costs



Source: Department of Occupational Health and Safety

DOHS: GOALS FOR 2007-2008

WSIB 2007 Safety Groups Program and Objectives

York University, with 15 other Ontario universities, will again participate in the WSIB Safety Groups Program by committing to implement five accident prevention initiatives. The following are York's objectives:

- Develop a mechanism to facilitate a transition from WSIB Safety Groups to a sustainable risk reduction and injury prevention model for university environments.
- Review the effectiveness of the return-to-work program.
- Review new First Aid and AED (automated external defibrillator) standards and develop an implementation plan.
- Assess back and musculoskeletal disorders among workers in the Grounds, Vehicles and Waste Management unit (Department of Campus Services and Business Operations) and develop an injury prevention plan.
- Review confined space rescue requirements under the new Confined Space Regulation and prepare a compliance plan.

INTERNAL AUDIT

Bruno A. Bellissimo, Director

INTERNAL AUDIT: OBJECTIVES MET IN 2006-2007

Enterprise-Wide Risk Management Initiative

Over the last four years, York University has been conducting Enterprise-Wide Risk Management assessments to identify, prioritize, and monitor the key risks impacting the University.

In summary, the assessments identified fifteen strategic, first-tier risks and ten second-tier risks. During the year Internal Audit supported management in monitoring and reporting these risks to the Board Audit Committee. A report outlining the results of the risk assessment is found in the earlier President's Message and Report Overview.

Internal Audits Completed

A number of audits covering compliance, financial, value-for-money, and other internal processes were completed in 2006-2007. In the non-regulatory area, the following audits were undertaken:

- Art Gallery Financial Statements,
- Executive Business Expenses
- Purchasing Card Expenses
- Expense Reimbursement Claims
- Purchasing Management – Faculty of Arts
- Payroll – Non Regular payments
- Bookstore Refund Controls
- Printing Services Operations
- Career Services Function
- Library Operations
- Research Management

In the regulatory compliance area, completed audit files were provided to the University's external auditors supporting their audit opinions and the required regulatory audit reports on OSAP Compliance, OSAP Bursaries and Scholarships, Internationally Educated Nurses Program, Student Enrolment, Capital Spending, SuperBuild Modernization, and U.S. Federal Family Education Loan Programs. In addition, support for the year-end financial audit was provided to the external auditors. Figure 12 summarizes the audit activities for the 2006-2007 year.

INTERNAL AUDIT: PERFORMANCE INDICATORS

By April 30, 2007, some 26 audit engagements for the year had been completed, 8 were underway, and 4 were deferred. This represents a completion rate of 80 per cent, compared to the 32 projects originally planned for the year. Working with the departments or Faculties concerned, Internal Audit continued to track management actions on recommendations from completed audits and prepared semi-annually a detailed tracking report of corrective actions taken for the Audit Committee of the Board of Governors. A total of 50 of 79 (63 per cent) corrective actions were reported completed during 2006-2007.

Additionally, Internal Audit has helped to implement Enterprise-Wide Risk Management across the University, to encourage continuous improvement in management processes and to introduce value-for-money concepts.

Figure 12: Audit Activity for the Year ended April 30, 2007

Audit Areas	Number of Projects	Completed	Underway	Deferred
Contract Administration	1		1	
Financial Management	9	6		3
Information Technology	3	1	2	
Operations	9	4	5	
Regulatory	6	6		
Risk Management	4	3		1
Other	6	6		
Total	**38**	**26**	**8**	**4**

Source: Department of Internal Audit

INTERNAL AUDIT: PLANS FOR 2007-2008

Internal Audit Plan

In April 2007, the Board Audit Committee approved the York University Internal Audit Plan for 2007-2008. The risk-based Internal Audit Plan identifies audit activities in the areas of compliance, financial, value-for-money, and other internal processes including information technology. In addition, continuous support to the Enterprise-Wide Risk Management Initiative is also to be provided.

Internal Audit will continue to provide periodic, independent assurance that management has mitigated the University's organizational risks and that management systems are operating effectively. Internal Audit's primary deliverables include:

- A recommended annual Internal Audit Plan,
- Regular reports summarizing the state of risk management and management control,
- Identification of system deficiencies with suggestions for improvement, and
- Assessment of corrective management actions.

CAMPUS SERVICES AND BUSINESS OPERATIONS

Michael Markicevic, Assistant Vice-President

During 2006-2007, the Department of Facilities Services was merged with the Security Services organization and the ancillary business units to form a new integrated Department of Campus Services and Business Operations (CSBO). The Facilities Services operating units that were merged into CSBO are base funded within the University's operating budget as are Security Services and the Emergency Preparedness Office. The finances of the Department's various business units are managed through ancillary budgets within a multi-year context guided by a long-term ancillary plan approved and monitored annually by the University's Board of Governors. These business units do not receive University base operating dollars but function on a revenue generating, cost recovery basis.

During fiscal 2006-2007, the Facilities Services units received both ongoing and one time funding support. The energy supply budget was increased by $4.8 million to support the substantial increase in energy costs.

To enhance safety and security, additional funding of $174,000 was received to support access control (installation/system maintenance and an additional locksmith position) and $192,270 for the establishment of a new emergency preparedness unit. Salary funding of $325,000 was also received to cover the costs of hiring additional planners and project coordinators to support the significant volume of ripple and renovation projects.

The 2006-2007 allotment for the Facilities Renewal Program was $2,491,000 and this funding will be utilized to support classroom upgrades, handicap access, road improvements, washroom upgrades, enhancement to fire protection systems, water main upgrades, asbestos removal, roofing replacements and mechanical repairs/replacement for the HVAC (heating, ventilation and air conditioning) systems.

Budget

Facilities Services

(Dollars)	Operating Results by Expense Type 2006-2007 Budget	2006-2007 Actuals	2007-2008 Budget
Revenue:			
External cost recoveries	2,699,940	2,680,510	2,727,213
Internal cost recoveries	10,319,817	10,021,587	12,319,275
Other revenues	-	324,813	-
Central allocations	45,540,268	43,900,897	46,584,266
Total Revenue	**58,560,025**	**56,927,807**	**61,630,754**
Expenses:			
Faculty - Administration	-	-	-
Faculty - Full-time	-	-	-
Faculty - Contract	-	-	-
Teaching assistants	-	-	-
Research	-	-	-
Support/Administration	26,202,728	25,771,355	28,396,824
Other	75,000	180,056	90,758
Total Salaries and Benefits	**26,277,728**	**25,951,411**	**28,487,582**
Operating costs	7,578,708	11,387,261	8,538,037
Amortization of capital assets	-	-	-
Cost of goods sold	-	-	-
Taxes and utilities	24,388,141	19,935,937	24,371,980
Scholarships & bursaries	-	-	-
Interest on long-term debt	165,832	137,112	165,832
Total Expenses	**58,410,409**	**57,411,721**	**61,563,431**
Total Revenue less Expenses	**149,616**	**(483,914)**	**67,323**
Previous Year's Carryforward	**840,706**	**840,706**	**356,792**
Carryforward to Next Year	**990,322**	**356,792**	**424,115**

CSBO: OBJECTIVES MET IN 2006-2007

Further Implementation of the "YU-card" Program

The York Card office distributed over 46,000 YU-cards to students, reflecting an adoption rate of 90 per cent. Web-based account management and online deposit services were launched, enabling students to manage their YU-cards online in real time. YU-card functionality was successfully integrated with recreation facilities on the Keele campus. Data collection has been ongoing since inception of the program and performance measures will be developed in 2007-2008.

Campus Emergency Preparedness Program

Effort over the last 12 months has been focused on the development of local unit plans in Faculties and departments, the identification of local unit Emergency Preparedness coordinators and emergency response wardens, and the initiation of formal training programs. The Emergency Preparedness Advisory Committee met several times and undertook a Hazard Identification and Risk Assessment exercise to validate the most significant potential hazards identified during the development of the Emergency Preparedness Program framework. Plans for the second phase of the Emergency Operations Centre were completed with work to proceed in summer 2007.

Bookstores & Printing Services: Continuous Improvement Initiatives

The Bookstore completed a preliminary review of its operations relative to the development of a strategic plan, and service levels with a view to supporting the University's core activities and academic mission. Findings will be incorporated in a go-forward business plan. To enhance service levels, the Student Copy Centre operated by Printing Services was restructured so that student photocopy could be centralized at Scott Library and specialized print and bindery services offered in a new outlet in the York Lanes mall. The print-on-demand program was successfully launched which allows books and manuals to be produced in small quantities at very low costs and reduces both risk and waste associated with overruns. Additionally, several operational efficiencies were achieved through the reengineering of the line set-up in the print production operation.

Housing and Hospitality: Integrated Strategy

Operational reviews of Housing have been completed and a restructuring plan developed focusing on realignment of processes and responsibilities for the Housing recruitment and tenant relations. Highlights of the plan include marketing initiatives for York apartment housing to increase occupancy rates and revenues; benchmarks to improve cleaning standards, maintenance responsiveness, and customer satisfaction levels; identification of priorities for building improvement projects and reduction of accumulated deferred maintenance items; and programs to foster mutually beneficial goals and relationships that will enhance standards of living on campus and the undergraduate residence experience.

Food and Vending Services Strategy for the University

Food service strategy discussions were initiated with internal and third-party food service operators, setting objectives to enhance the quality of service and products, to improve capability to respond to the changing demands of York's diverse campus population, and to maintain competitive pricing and self sustaining food operations. Marketing communications initiatives including a new food service Web site and a campus-wide Healthy Eating brochure were launched during the year.

Parking Services

Parking Services developed and received approval for the implementation of the Parking Administration and Operations Resource Utilization program, which effectively will redefine interactions with its customers. In conjunction with this, Parking Services initiated an RFP to purchase a software solution to support the program's core initiatives and revised standard operating procedures.

goSAFE – A Program to Safely Transport the York Community

In August 2006, Parking and Transportation Services successfully launched goSAFE, formerly known as Student Security Escort Service. The cornerstone of this launch was the reorganization of the student transport service, with scheduled pick-up and departure times from specific locations throughout the campus. This revitalized service has enhanced community safety and improved resource utilization.

Accolade Colonnade

The design and project plan to complete the Colonnade on the south side of the University Common were finalized and approved by the Board of Governors early in 2006. As a result of construction sector market conditions in the spring and summer of 2006, the project was postponed and re-bid in the late winter of 2007 after a process to simplify design components had been enacted. More appropriate pricing and schedules were obtained as a result of this exercise and construction was planned to proceed in summer 2007.

Roadway Upgrades

The Keele Street and York Boulevard intersection was reconstructed to alleviate outbound traffic issues, including construction of a dedicated left-turn lane from eastbound York Boulevard to northbound Keele. York Boulevard was resurfaced and improvements were made to the street lighting and landscaping, enhancing pedestrian safety and the appearance of the primary entrance to the Keele campus.

Design work for the reconstruction of The Pond Road West (from Sentinel Road) and Shoreham Drive was completed in accordance with requirements stipulated in the agreement between the City of Toronto and the University for the conveyance of this roadway to the City. The contract was awarded in the late winter of 2007 and construction scheduled to start in May 2007.

Utilities Infrastructure

In 2006 a new turbine engine was installed in cogeneration unit #2, improving the unit's production, efficiency and reliability. The main transformer at the Glendon campus was replaced with a new high efficiency transformer thereby increasing the reliability of the electrical supply to the Glendon campus and reducing the costs associated with maintaining the old transformer. A new cooling tower was brought on line in the summer of 2006, and the railing and stairs on the existing cooling towers were replaced as a safety measure.

Accolade and Extended Ripple Plans

The first phase of the Accolade Ripple projects has been completed. Highlights of the project include renewal of 9,000 SF of the Ross building, 10,500 SF of Founders College, 2,000 SF of Vanier College and 13,000 SF of McLaughlin College. As well, the second floor, and 6,000 SF of the third floor office wing of the Goldfarb Centre for Fine Arts were completely renovated and a concrete slab floor was constructed to create additional visual arts teaching spaces in a former dance studio vacated when new modernized studios opened in Accolade East. Additionally, a new home for the Counselling and Development Centre was created in 7,000 SF of the Bennett Centre for Student Services which will allow growth space for the Psychology department in the Behavioral Sciences Building (BSB).

Physical Improvements for Science Research Capacity

Substantial facility improvements in the Science Precinct included construction of a partial fourth-floor on the Petrie Science and Engineering Building to house atmospheric research labs, an upgraded and expanded vivarium in the Farquharson Life Sciences Building, upgrades to the emergency power supply to both BSB and Farquharson, and ongoing laboratory installations throughout the precinct.

Deferred Maintenance/Facilities Renewal Program

The facility condition audit (VFA) has now completed its first five-year cycle and all buildings on both campuses have now been evaluated. This audit is used to substantiate the use of the annual Facilities Renewal Program funding and other envelope funding to address high priority projects.

Environmental Sustainability

Highlights include the phased implementation of the strategic Energy Management Plan targeted to reduce energy consumption at the Keele and Glendon campuses by 25 per cent within the next five years and improving the use and tracking of all utility services on campus. Planning of numerous energy conservation measures has been completed. A lighting retrofit in the Ross Building has been completed, Cooling Tower #3 had a new two-speed motor installed to increase reliability and twelve Pressure Release Valves were replaced.

Grounds and Custodial staff implemented the trial phase of the "tri-bin" waste collection initiative, which has waste and recyclable containers grouped together in order to further the goal of capturing a greater percentage of waste which can be processed via the recyclables stream. In-class promotional concepts were introduced to increase student awareness regarding waste disposal, with the goal of increasing recycling recoveries and improving general classroom cleanliness.

Benchmarking Standards and Service Improvement

Electronic Project Notification was launched, an initiative that has successfully improved communications with employees affected by ongoing renovation and construction projects. Reorganization plans for the Work Control Centre were completed that include additional staff to assist the community and enhanced response and follow up to service requests. Systems for collecting and processing data are now in place to allow CSBO to track and report on operational activities. Plans are also being developed for a system upgrade to support service improvement initiatives.

Glendon

Planning for the York Hall "B" Wing enclosure was completed and tenders were issued. The project, which will create additional teaching and student space as well as provide an interior ground floor link between "A" and "C" Wings, is proceeding towards a completion date of September 2007 for the classrooms and mid-Fall 2007 for the first floor of "B" Wing. In Fall 2006, a temporary structure was acquired and put in place on the a portion of the parking lot west of "A" wing to house Collège Boréal as an initial step in a collaborative venture to create a Centre for Excellence in Francophone and Bilingual Education at Glendon.

CSBO: PERFORMANCE INDICATORS 2006-2007

Financial Performance, Ancillary Operations

Figure 13: CSBO Ancillary Operations, Financial Results for the Twelve Months Ending April 30, 2007

	2006-2007 Actual			2007/2008 Budget		
	Revenue	Expenses	Surplus (Deficit)	Revenue	Expenses	Surplus (Deficit)
Housing Services	26,191,785	25,945,818	245,967	24,519,886	24,798,281	(278,395)
Food and Vending Services	1,416,787	1,143,020	273,767	1,484,191	1,389,206	94,985
YU Card Program	367,205	555,103	(187,898)	600,933	802,673	(201,740)
Lease & Agreement Management	232,992	123,081	109,911	226,811	134,471	92,340
Bookstores	21,015,480	22,231,174	(1,215,694)	21,583,050	21,111,863	471,187
Printing Services	3,456,258	3,027,552	428,706	3,235,275	3,098,309	136,966
Parking & Transportation Services	19,145,374	18,128,226	1,017,148	19,538,105	19,378,269	159,836
Grand Total	**71,825,881**	**71,153,974**	**671,907**	**71,188,251**	**70,713,072**	**475,179**

Source: Department of Campus Services and Business Operations

CSBO: OBJECTIVES FOR 2007-2008

Repositioning of Housing within the York Community

Through marketing and service initiatives, Housing continues to develop strategies to optimize the supply and demand balance of both its apartments and residences through its student markets. Within this context, and in collaboration with the Vice-President Students, Faculties, tenants, and other University stakeholders, Housing Services will develop strategies to increase the appeal of 'on campus' living for graduate and undergraduate students and define Housing's role as an integral component of campus life and the York community.

Continued Improvements in Security Services

Security Services will continue to promote actively staff and team development, building on the principle that training is key to supporting Security's commitment to a responsive, community based service. Programs emphasizing a proactive approach through education and dialogue will be implemented to improve the quality and delivery of services and achieve a reduction in the number of security incidents on campus. Specifically, community based programs will be reviewed and enhanced with a focus on Crime Prevention through education and awareness; and community concerns will continue to be addressed through meaningful dialogue with internal and external stakeholders.

Building of Emergency Management Capacity

Aligning with the Emergency Preparedness Program framework approved by the President and Board of Governors during 2006-2007, a York University Emergency Plan will be completed; the second phase of creating an Emergency Operations Centre (EOC) will be enacted (to provide operational readiness); additional administrative support will be put in place for the Emergency Preparedness Office; and the Incident Management System (IMS) structure and guidelines will be further developed to clarify roles and responsibilities of EOC members and assignment of roles; and a training program for the EOC/IMS structure will be developed and implemented. Also, preparedness activities will proceed related to a potential influenza pandemic, the University's standing Weather Emergency procedure will be reviewed, and protocols for community messaging during a major emergency will be clarified.

Improving Service and Resource Utilization in Campus Planning and Transportation

Operational improvements and technological solutions will continue to be explored to support strategic initiatives and the University's core mission, including realigning the goSAFE reporting structure to Security Services in order to leverage operational synergies that will improve the delivery of security services; exploring the feasibility of technological and operational options to manage and maintain vehicles and to track building usage and pedestrian and vehicular movements on the Keele campus that will improve information collection and analysis related to the stewardship of York's facilities. Additionally, in a joint initiative with the Institute for Research in Innovation and Sustainability (IRIS), a tree inventory database will be pursued to position the University's compliance with municipal by-law requirements and to help guide future development decisions.

Service and Performance Improvements in Bookstores and Printing Services

With the amalgamation into a single unit of the Bookstores, Printing Services and Mail Services, management has commenced strategic planning and exploring how existing strengths in each section can be leveraged to enhance overall service delivery. Specific goals include completion of a pro forma business plan for the Keele Campus Bookstore in summer 2007; enhancement of the speed quality and reliability of printing services for the community, including improved course kit and "print-on-demand" services; and development and implementation of measures and data tracking for improved financial and operational controls.

Integration and Expansion of YU-card and Food Services

The YU-card program will continue to build upon its successful launch and initial subscription, with a focus on increased distribution of the YU-card and improvement in the quality and breadth of services available. Food Services will continue to improve service delivery by ensuring viable and healthy options are avail-

able across campus and by redesigning the meal plan program, leveraging the functionality of the new YU-card system to provide additional options and flexibility for residence students. In addition, a process for community consultation and feedback will be implemented to obtain consistent and measurable input from students using surveys and structured committees.

Improve Customer Service in Parking Services

Parking Administration and Operations will move forward with customer service and operational improvements, highlighted by the implementation of a new "resource utilization program", which will improve the general process of the parking administrative function and customer interactions and also increase compliance with the University's Parking Rules and Regulations. In summer 2007, all publications will be revised to reflect service changes and improvements and new parking administrative software and e-business platform will be launched to support the principles of the resource utilization program. Additionally, on-line services for both parking permit renewals and TTC VIP Metropasses will be more widely promoted with a long-term goal of converting the program to a full on-line process only.

Space Planning and Renovation to meet Teaching and Research Needs

"Accolade Ripple" renovations in Complex I will be concluded with the completion of extensive alterations in Winters College and the relocation of the Faculty of Education from the Ross Building to Winters. Further renovations to modify and expand teaching and student spaces and install a passenger elevator in the Goldfarb Centre for Fine Arts will also proceed as will alterations to the Behavioral Science Building to provide additional teaching space for psychology.

Several classroom upgrades totaling $1.5 million will be completed on both the Keele and Glendon campuses by the end of August, 2007. Renovation projects to support new research and teaching needs will provide opportunities to improve classroom, laboratory, college and student life space in Bethune and Calumet Colleges and the Petrie Science and Engineering Building.

Conversion of the old Ice Arena to a health science research facility will proceed with completion of the design phase and the start of construction. This modified facility, upon its completion in late 2008, will provide the University with an additional 26,000 SF of research space.

CSBO will also play a pivotal role in coordinating the University's design and occupancy requirements in the construction of the York Research Tower, a 10-storey building that will adjoin the Archives of Ontario public access facility at the northeast corner of the University Common, to the east of York Lanes. Working with the Ontario Realty Corporation, the University has undertaken this development through a consortium comprised of PCL Construction, The Plenary Group, B+H Architects, and Morguard Corporation.

Implement Energy Conservation Strategies

Energy Management, a newly created unit in CSBO, will focus on monitoring and analyzing energy and water consumption for cost effectiveness and reliability, analyzing usage on a building by building basis to spot anomalies and to monitor for savings once the Energy Management Program measures are implemented. A Director of Energy Management will be recruited to lead this new unit, to re-evaluate energy performance on campus including setting baseline statistics and targets for improvements, and to develop a marketing program to educate and involve the community in achieving conservation targets. Other initiatives will include the acquisition of a new chiller to improve reliability and increase capacity for producing chilled water and to effect a more energy efficient plant.

Planning and Implementation of Major Capital Initiatives

Major projects to be completed during 2007-2008 include the construction of the Colonnade on the south side of the University Common and the reconstruction of The Pond Road West (from Sentinel Road) and Shoreham Drive. In conjunction with The Pond Road upgrade project, there will also be road and walkway lighting upgrades, improvements to the Arboretum, a redevelopment of the Stong Pond to improve stormwater management capacity, and the creation of a passenger pick-up and drop-off circle west of Calumet College at the terminus of the Campus Walk. A new project will also be initiated to expand and significantly modernize the Osgoode Hall Law School building to create additional space to accommodate new and expanded academic programs. Facilities Development will develop functional programs, designs, drawings and other material necessary for site plan approvals, building permits and construction tendering.