

Financial Planning in LA&PS: 2015-16 to 2017-18

November 12, 2015

liberal arts &
professional studies



Objectives of the Presentation

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- To make transparent Faculty's financial situation and financial plan
 - focus on the in-year deficit not the structural or cumulative deficit
- To identify the principles that inform our financial planning

Overarching vision

- **Linking the liberal arts and professional education in more innovative ways**
- **Melding excellence with access**
- **Engagement**

Principles

1. Ensuring student success (students' challenge of balancing work, commute, academics, co-curriculars and financial constraints)
2. Equity of student experience (class size, faculty-student ratio, access to FT faculty etc.)
3. Workload equity and collegial governance

Principles (contd..)

4. Reaching our full potential for research/scholarship
5. Optimizing balance between teaching, research/creative activity, service, community engagement
6. Achieving full integration of our support staff into our academic mandate

Should we bother about the deficit?

Overall picture: 2014-18

- Deficit for 2014-15 : 13.1M (actual)
- Deficit for 2015-16: \$6.6M (P)
- Deficit for 2016-17: \$4.1M (P)
- Deficit for 2017-18: zero (P)

How are we managing the deficit? ⁶

At the end of 2015-16, we are projecting (-\$6.6M), down from (-\$13.1M) in 14-15

This reduction is primarily due to:

- Additional funding from Provost: \$3M
- Increase in enrolment revenue:
approx. \$1.5M
- Reduction of under-enrolled courses:
approx. \$2M

We were also able to...

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For 2015-16, make:

- 11 TS hires; renew/hire 40 CLAs; 2 CRCs
- Most staff positions in units were exempted from the hiring freeze
- Research release program will run as is

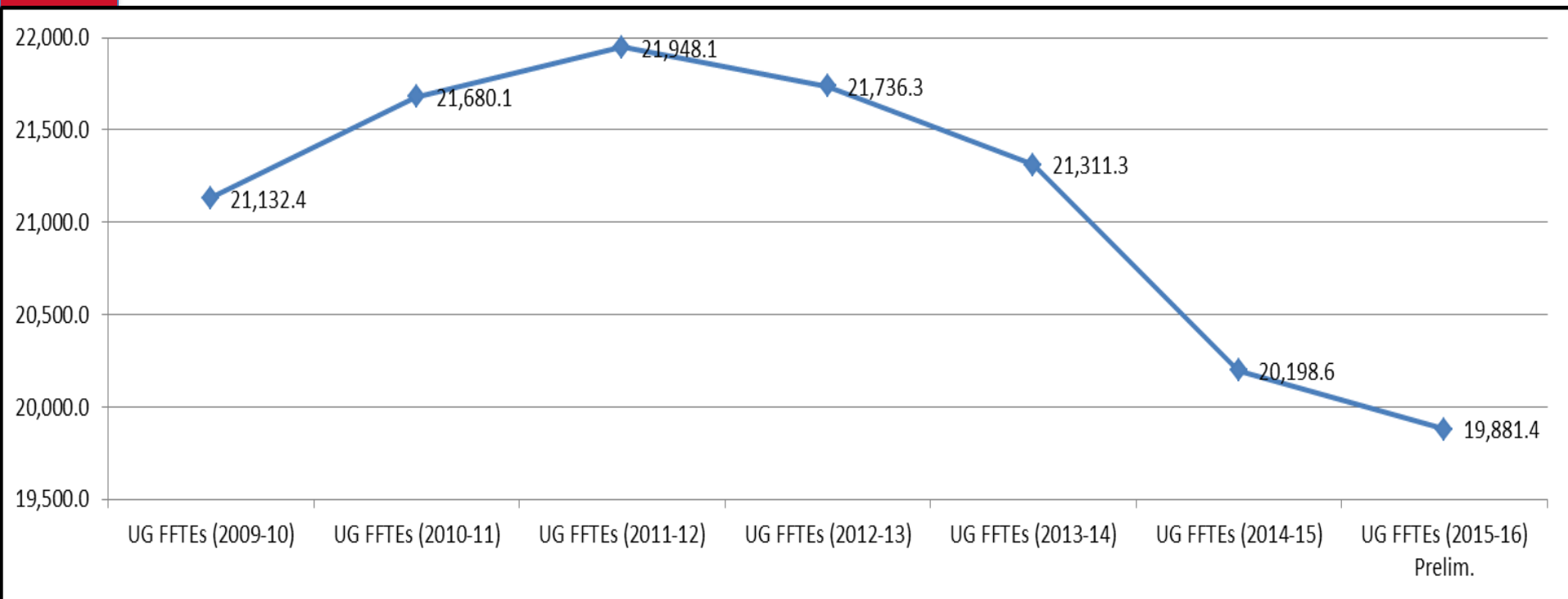
Planning forward

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Two key points:

- Enrolment planning is integral to the fiscal plan
- There are limited opportunities to further reduce expenses

Enrolment Trends



- The largest year over year decrease in enrolment occurred in 2014-15
- Preliminary enrolment forecasts indicate 2015-16 enrolment numbers will mirror 2014-15 enrolment levels

Enrollment Plan

Year	FFTEs	Heads
2014-15	20,198	25,248
2015-16	19,881	24,851
2016-17	19,920	24,900
2017-18	20,200	25,250

Components of the enrollment plan

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- 1. Recruitment**
- 2. Complement renewal**
- 3. Retention**

1. Recruitment

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- Our recruitment strategy should focus on
- curriculum development (structure vs. choice)
 - Innovative program combinations
 - targeted minors
 - experiential opportunities

These are the key to students identifying
York programs as their first choice

2. Complement renewal

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	TS	CLA	C	R
2014-15	8	40	3	15
2015-16	12	13	2	10
2016-17	TBD	10	TBD	15

3. Retention

- simplification of degree requirements
 - Rich classroom experience that show students the value of their education vis-a-vis the difficulties they endure to go to school
 - Seamless advising, clear trajectories
 - Preventative advising
- Continued...

3. Retention (cont)

- Academic support (esp. in Writing & Math)
- Nurturing student excellence
- Diversified grading schemes to foster learning and achievable outcomes
- Flexibility and Access
- Experiential education
- Systematically connecting the benefits of liberal and professional education through curriculum

2016-17 Outlook

- With enrollment at 2015-16 levels
- 12 TS hires, 13 CLAs, 2 CRCs
- Enhanced internship/EE
- support to curriculum development
- Added Writing/Math/Tutoring support
- Expected launch of Daycare support
- Special initiatives (e.g. SOWK)
- Research supports

SHARP

- Faculties are expected to receive 2014-15 SHARP financial details - January 2016
- As enrolment numbers remain flat (2014-15 to 2015-16) 2014-15 figures will provide a good indication of our fiscal position on an on-going basis
- All faculties will contribute to the General University Fund. Contribution levels/percentages still in discussion
- LA&PS contribution to the Fund will have a direct impact on the remaining funds available

Summary

- Need to focus on our core commitments
- SHARP will give us some more flexibility and a little more by way of resources to realize our core commitments
- But we must have a strategy in place for every program before we transition, so that we are in a position to realize our core commitments and overarching vision