



**Academic Quality**

**1. Innovative, Quality Programs for Academic Excellence**


***Develop, Action, and Renew University Academic Plan (UAP)***

Action/Strategy	Measurable/Milestone	Status
Consult widely with APPRC, Faculty and the community in developing the UAP 2015-16 Align University's mission and values and priorities of the White Paper with the UAP In cooperation with APPRC, begin UAP renewal process 2019-20	UAP 2015-2020 developed and approved by Senate Goals and objectives of the UAP embedded in Faculties' and Divisional units' plans UAP renewal launched in 2019-20	 On Track


***Facilitate Interdisciplinarity***

Action/Strategy	Measurable/Milestone	Status
Remove perceived/actual structural barriers to interdisciplinarity by implementing governance framework for cross-Faculty programs (W19) Develop models of cross-faculty programming	Governance framework for cross-Faculty programs developed and implemented Evaluation of framework and second phase action plan developed	 Progressing


***Faculty Complement Renewal Strategy***

Action/Strategy	Measurable/Milestone	Status
Develop Comparative Background Paper Develop Discussion Paper Consult broad York Community Develop and Launch Long-term Strategy for York University Faculty Complement Ensure review of complement data including anomalies and pay equity Continue efforts to increase Indigenous faculty complement	Paper and discussion document completed Community consultations conducted Principles for Strategic Complement Planning Developed Strategy in active use by York community	 On Track


***Faculty of Environment***

Action/Strategy	Measurable/Milestone	Status
Facilitate and participate in the development of a new Faculty	Report to Senate on Faculty of Environmental Studies re-visioning (W19)	 Progressing


**Improve Program Quality**

Action/Strategy	Measurable/Milestone	Status
Improve Quality Assurance procedures for program reviews and approvals Review and implement recommendations of the 2015 Quality Council's audit Engage Faculties/Programs in continuous program quality improvement Support Faculties in pedagogical innovation Ensure program review is supported by high quality, accessible data and analysis throughout the year	YUQAP framework is refined Academic programs have completed and submitted learning outcomes for their programs Assessments are aligned with learning outcomes 2015 Quality Council's audit reviewed and implemented	 On Track


**Lead in Cutting-Edge Programs Encourage development of new programs in emerging high need areas and increase interdisciplinarity where there is solid evidence of student need and demand as well as research strength including Continuing Studies.**

Action/Strategy	Measurable/Milestone	Status
Implement new assessment tools for program need and demand to facilitate program innovation Facilitate Faculty Plans for program innovation and internationalization activities, including internationalization of the curriculum Assess viability of low enrolment programs Implement new Curriculum Management System (Kuali) Introduce expanded short-term mobility experiences and pilot global learning-at-home program (2020) Increase continuing studies programs and YUELI numbers Explore potential for modular learning (2019-2020)	Increase number / percentage of graduates who have earned a combined credential (e.g., double major, certificate, interdisciplinary and transdisciplinary programs)SMA Program innovation as evidenced by new programs implemented, new (interdisciplinary) proposals in emerging high demand areas, degree and non-degree Clear plans and implementation for low viability programs Growth in continuing studies: programs, number of students over 2017-2018 in 2018-2019 Proposal for modular learning from Continuing Studies (2019-2020) Proportion of programs with explicit curriculum maps and articulation of student learning outcomes increasedSMA Increase graduation rateSMA	 On Track

**Lead the Startup of Markham Campus Centre**

Action/Strategy	Measurable/Milestone	Status
Develop academic and administrative structures Develop comprehensive and high quality programs that include signature pedagogies, including common course model Develop the data and systems infrastructure that will support a successful campus	Developed long term enrolment plan Government funding secured for facility infrastructure and planning Facility and building plans developed in conjunction with VPFA and YUDC Curriculum framework established	 Progressing


**Revision Graduate Studies**

Action/Strategy	Measurable/Milestone	Status
Support excellence in graduate programs and education Participate in the revisioning of the governance structure of the Faculty of Graduate Studies Develop and implement a pan-University plan to enhance the academic and professional experiences of graduate students Develop pan-University strategies to recruit high quality graduate students Review quality assurance for graduate programs	Quality assurance for graduate programs review completed Professional Development programming for graduate students launched Graduate governance reviewed	 Progressing


**Academic Quality**

**2. Advancing Exploration, Innovation and Achievement in Scholarship, Research and**

***Expand Library Resources to support student and faculty research***


Action/Strategy	Measurable/Milestone	Status
Increase support to the Libraries to help achieve teaching, learning and research objectives Improve research and publication data connected to external rankings and profile	Increased collections that align with research and teaching priorities Enhanced data on research and publishing for external sources and rankings	 Completed

***Support Research Intensification***


Action/Strategy	Measurable/Milestone	Status
Promote strategic research intensification through effective complement renewal Increase number of teaching stream appointments Support research enterprise and rankings through provision of quality research data and bibliometric rankings Ensure internationalization plan supports research partnerships and activities	Achieved improved trainee research profiles with newly implemented York Postdoctoral Fellowship program Increased number of teaching stream appointments Increased number and proportion of reportable research outcomes	 On Track

**Student Success**


***Enhance Teaching & Learning (T&L)***

Action/Strategy	Measurable/Milestone	Status
Provide leadership and guidance to Faculties on T&L strategies Develop and implement a pan-University strategy for research in T&L Implement a promotion and communication strategy for T&L innovation Develop an enhanced and coordinated system of recognition and awards for T&L Review all existing relevant T&L Senate policies	Reviewed all existing relevant T&L Senate policies through Teaching Commons Developed and implemented a pan-University strategy for research in T&L Promotion and communication strategy implemented for T&L innovation Increase number of technology enhanced learning programs University awards for T&L	 On Track


***Increase and Diversify Pedagogical Innovation***

Action/Strategy	Measurable/Milestone	Status
Continue to grow and diversify innovative teaching and learning strategies by incorporating pedagogical innovation (eg., EE) in YUQAP CPRs and Faculty Plans through Integrated Resource Plan (IRP) process Enhance institutional supports e.g., on-going AIF, enhanced EE Hub/Coordinators, TEL supports, new leadership and enhanced Teaching Commons, CoP Complete and implement review of T&P criteria for Teaching Stream	1-3% annual growth in number of WIL partnerships with employers/agencies Increase average HIPs per 4th year student to meet the average for comprehensive Universities on next NSSE survey SMA Increase number / percentage of 4th year students who have a research experience (curricular or co-curricular, e.g., RAY) SMA Increase number of faculty engaged in teaching development programs (from 14% baseline in 2016-17) SMA Increase percentage over baseline of undergraduate students taking advantage of flexible program options. SMA Increase graduate student (masters and doctoral) completion rates within approved requirements of program. SMA Increase in graduate employment rates SMA	 On Track

***Lead eLearning Strategies***

Action/Strategy	Measurable/Milestone	Status
Support Faculties in developing on-line and blended courses and programs Develop and implement a pan-University eLearning strategy and operational plan	eLearning strategy fully operationalized Develop strategy paper for the implementation of Blended and Online Learning Development (BOLD) team	 On Track


***Lead Experiential Education (EE) Strategies***

Action/Strategy	Measurable/Milestone	Status
Establish York U EE Hub to provide support to Faculties in the delivery of EE Provide more opportunities for students to participate in EE as part of their degree program Develop and implement a pan-University EE strategy and operational plan (including co-op, internships, community-based learning, problem-based learning, etc.) Fully implement institutional EE tracking system and establish baseline for number of programs/courses/students Integrate International EE goals with the aim of preparing Global Citizens with international experience	1-3% annual growth in % of students with at least one EE opportunity. SMA EE Strategy has been fully operationalized EE tracking system has been fully operationalized and baseline data confirmed Increase work study 1-2% annually	 On Track


**Student Success**

**4. A Student-Centred Approach**


**Direct SEM**

Action/Strategy	Measurable/Milestone	Status
Continue to advance SEM through collaboration with faculties to develop post-strike enrolment plan, achieve enrolment goals, diversify international student markets, support student success, retention and transition across their full academic career (2019); explore potential to cluster entry programs to highlight strengths Implementation of new SIS (beginning in 2019-20) Implement the institutional strategic enrolment management plan Establish a Student Success Centre to provide a holistic approach to the student experience Focus on student success and improved recruitment, retention and graduation rates Implement degree audit and streamline degree requirements Implement early alert and intervention strategies Develop and implement institutional/Faculty advising programs for students at every stage of their studies	Achieve annual enrolment targets as negotiated in Faculty contracts Maintain / increase number of international students Implement strategy to recover / mitigate (post-strike) 2019-2020 drop in applications including increasing conversions over 2018-2019 Increase number and proportion of the Indigenous students, first generation students, students with disabilities and French-Language students,SMA Increase retention rate to 88% between first and second year (2020)SMA Number of transfer applicants and registrants, as captured by the Ontario University Application Centre (OUAC)SMA Increased student retention SEM team created for each Faculty Students are provided with effective program advising	 Progressing


**Enhance International Student Success and Experience**

Action/Strategy	Measurable/Milestone	Status
Increase academic and administrative supports to international student learning and success	Improved pre arrival and on campus supports and services for international students Increased participation of student sin campus offerings Increased retention and graduation rates for international students	 On Track


**Enrich Student Experience**

Action/Strategy	Measurable/Milestone	Status
Develop first year experience programs to support student transition to university and foster their continuing success and engagement Promote and increase on-campus employment opportunities Engage students in leadership and career development opportunities Coordinate student service functions carried out by different areas of the University Work with other Divisions, especially VPF&A to address safety and security issues Support student experience through predictive analytics and a robust analysis of survey data	Increased number of employment opportunities on campus Improved safety measures; METRAC safety strategies implemented	 On Track

**Improve Student Access/Mobility**


Action/Strategy	Measurable/Milestone	Status
Foster student mobility through the development of academic pathways (e.g. credit transfer, bridging programs, etc.) Seek and increase university/collage collaboration (e.g. York/Seneca, York/Ryerson, etc.) Develop pathways for internationally educated students seeking Canadian credentials and mature students Improve accessibility and support for students with disabilities and aboriginal/indigenous students Develop and implement an Access Framework that enhances York’s leadership position in supporting accessible postsecondary education	Increased availability of student financial assistance such as scholarship and bursary programs Increased number of pathway programs Effective bridging programs implemented	 On Track

**WATSON**


Action/Strategy	Measurable/Milestone	Status
Develop student support solution designed to enhance campus experience	Develop support solution Test and pilot solution Launch WATSON for undergraduate and graduate students across campus	 On Track

**Engagement and Outreach**  
**5. Enhanced Campus Experience**

**Engage Youth in Campus Spaces**

Action/Strategy	Measurable/Milestone	Status
Welcome youth to York community Maintain and improve community engagement web profile	Continued and consistent enrolment from local community Community events hosted and increased # of attendees	 Not On Track

**Support Capital Expansion for Academic Activities**


Action/Strategy	Measurable/Milestone	Status
Develop and propose new infrastructure and capital improvements for government funding in conjunction with VPFA and YUDC Find opportunities to expand and improve space for student learning and activities Ensure capital expansion projects support the institutions most pressing academic and/or student concerns	Received support from government SIF funding Additional space for academic and other student activities	 On Track

**Engagement and Outreach**  
**6. Enhanced Community Engagement**


**Enhanced Differentiation Reputation Strengthen the reputation of York University by defining and communicating a distinct, persuasive and differentiated brand that sets York apart from the competition.**

Action/Strategy	Measurable/Milestone	Status
Collaborate with VPRI to develop plan to improve rankings (e.g. QS, Times Higher Education (THE), Maclean's). Increase our reputation as thought leader / influencer Leverage York's participation in key provincial committees or working groups (e.g. ONCAT, HEQCO, Council of Educators Toronto, etc.) to affect public policy Develop and implement strategic plan to foster long-life learning Expand and enhance coordination of continuing and professional education programming Integrate undergraduate and graduate programs and planning around curriculum, enrolment and deployment of resources	Speaker engagements as thought leaders 2. Advertising: Metric: Perception of York's reputation Target: Maintain or improve % citing York's reputation as having improved YOY (advertising recall) 3. News stories and social media: Metric: Audiences describing news and social media as positive Target: Maintain or increase % of audiences describing news and social media as positive YOY Metric: Positive/ neutral media stories and impressions Target: 10% increase in # of positive/ neutral unique media stories and impressions YOY (global) Baseline: 12,880 stories and 1.8B impressions Metric: % of total unique stories and impressions academic and research focused Target: maintain 30% of total unique stories and impressions academic and research focused Target: Increase research focused media exposure in print and electronic media by 8% in 2018-2019SMA 4. Social Metric: competitive ranking in cross channel engagement rate per post and cross channel audience growth Target: Maintain top 3 ranking vs competitors in cross channel engagement rate per post and achieve 20% growth in cross channel audiences (social) YOY 5. Reputation: Metric: Maclean's National Reputation Ranking Target: Maintain or improve ranking at 21/49 6. External and internal mediums leveraged to communicate faculty achievements 7. Increased first choice applicants	 On Track


**Internationalization Strategic Plan (external) Have a comprehensive Internationalization Strategy including specified activities to support international recruitment, international experiences for students, faculty exchanges, international curricular c**

Action/Strategy	Measurable/Milestone	Status
Global/international strategy in place: collegial taskforce in place, issue paper circulated; community consultations completed (W19)/ academic leadership in place and implementation of strategy (Fall 2020) Internationalization incorporated in Faculty Plans International Alumni Engagement	Comprehensive Institutional Internationalization and Global Engagement Plan completed in 2019 Increase in international students - meeting targets for 2019-2020 Increase in strategic partnerships internationally that allow the University to advance priorities Increase in international activities (e.g., curriculum) and student participation (e.g., international exchanges and internships, summer institutes) by 10% over established baseline	 Progressing

**Leadership Development Build and develop leadership team, including professional development for academic leadership, chairs and directors, and managers.**


Action/Strategy	Measurable/Milestone	Status
Create new team including decanal searches, VPEPC, AVPLR, and AVPHR Develop comprehensive professional development strategy for senior administration building on existing programs	Searches complete or nearing completion for 6 deans Professional Development for leadership in place	 On Track

**Strengthening Labour Relations and Employee Engagement** *Employee and Labour Relations Senior administration have positive relationships with faculty, staff and student constituencies to support improved climate for shared governance, employee engagement*


Action/Strategy	Measurable/Milestone	Status
Implement approach to employee engagement/post-strike community building initiatives Develop and implement complement renewal strategy including onboarding, space implications for new hires in 2019-2020 Participate in review of collegial self-governance policies and practices as required Review data based on governance model to ensure policies and procedures support academic programs Engage in community building activities Ensure data informs labour relations activities and community building initiatives	Successfully completed faculty recruitment and enhanced onboarding program Improving FT: Student ratios including enhancing teaching stream Complement renewal strategy: discussion paper and consultations completed (W19); principles and goals in place to guide future investments in complement Division of Equity, People and Culture in place (2019) led by new VPEPC and team Employee engagement /post-strike community building initiatives implemented Use Service Transformation strategy to create capacity and successfully implement a shared service organization to support academic and functional units Participate in review of Senate policies including establishing Working Group on Freedom of Speech, review of Ombuds Office, and Student Conduct	 On Track

**Enabling the Plan**  
**7. Enabling the Plan**

**Budget Plan to Maximize Resources Available for Priorities** *Resource Integration and Sustainability: Co-lead Implementation of SHARP*


Action/Strategy	Measurable/Milestone	Status
Align enrolment, complement and budget plans and processes Develop and implement administrative accountability framework Develop shared services models and governance framework Review SHARP Budget Model impacts on academic programming Support analysis through systems and data approach	Administrative accountability framework in place Shared services models and governance framework developed SHARP Budget Model reviewed / revisions implemented for 2019-2020 or 2020/2021	 Progressing

**Promote Effective Governance**


Action/Strategy	Measurable/Milestone	Status
Commit to and participate in collegial governance Provide effective and responsive academic administration Improve and streamline processes in support of academic planning without undermining collegial governance Assess ongoing and proposed academic activities Make "tough choice" decisions that are fact-based and otherwise informed Ensure transparency in decision making where appropriate	Academic programs and unit structures aligned to achieve York's overall mission and the objectives in the UAP	 On Track



**Resource Integration and Sustainability: Support IIRP and Planning Culture**

Action/Strategy	Measurable/Milestone	Status
Identify institutional priorities and outcomes Build leadership capacity and support a culture of performance and accountability Build a performance, accountability and evidence based decision making culture Implement strategies to support process re-engineering and service enhancement Support academic planning to achieve that aims of the UAP Support the technical aspects of institution-wide planning and measuring success	IIRP Action Plan implemented	 On Track

**Valuing People and Strengthening the Workplace: Create Better Workplace**

Action/Strategy	Measurable/Milestone	Status
Cultivate a positive team and work environment that encourages staff engagement and development opportunities Improve organizational engagement by linking individual staff responsibilities to institutional priorities and prepare managers for change management	Social retreats and gatherings scheduled Regular staff meetings	 Completed

