




Academic Quality

1. Innovative, Quality Programs for Academic Excellence



Encourage incorporation of EDI into courses and programs.

Action/Strategy	Measurable/Milestone	Status
Prepare customized or customizable EDI material for incorporation into courses or programs.	Quality material is prepared in a timely manner for inclusion in curriculum proposals.	 On Track
Create and provide tools to faculty that assist them in developing inclusive curriculum.	Tools created and provided to faculty to assist them in the development of inclusive teaching practices and curriculum (e.g. tip sheets, fact sheets, etc.)	 On Track

Foster effective university governance in support of university strategic goals.

Action/Strategy	Measurable/Milestone	Status
Continually monitor, evaluate and update the University Communications Plan Framework to align with the UAP and enhance institutional reputation. (Note: The Framework guides the integration of faculty and divisional communication efforts through the Integrated Communications & Marketing Council (ICMC). a. Identify and present common communication objectives/strategies that resonate at both the institutional and local (unit) levels; b. Through collaborative two-way planning with ICMC members and EDG, develop and implement coordinated institutional and "local" communication plans; c. Align communication efforts with institutional brand and reputation strategies, amplifying key messages through integrated communication initiatives. d. Enable faculties and central division engagement, knowledge transfer, and integration of efforts.	C&PA's Communications Plan Framework success is measured through three lenses: Increase Awareness: With key target audiences, breaking through the clutter to differentiate York from the competition. Change Attitudes: Enhance institutional reputation, increasing understanding and perception and interest among key audiences and build pride. Influence Actions: Increase desired outcomes and actions, interest, information, enrolment, participation. a.& b. Communication strategies shared with Council for feedback and input; Support provided to members in creating communication plans Collaboratively develop an overarching institutional communications plan based on the Communications Plan Framework with the members of the Extended Directors' Group (VPS, VP Adv., VPRI, OP). c. Measures: . # of ICMC Social Themed campaigns . Social media theme metrics: Awareness: % participation in generating original content % participation amplifying C&PA content Total potential reach Total # of posts Action: Total engagements d. # of development opportunities provided	 On Track

Provide high quality and timely governance support of university priorities.

Action/Strategy	Measurable/Milestone	Status
Support improved curriculum development: a) enable ASCP engagement to enhance decision-making consistent with UAP, SMA and IIRP b) provide governance support to improving degree complexity	Curriculum decisions are linked to institutional plans. Strategy for managing degree complexity is developed.	 Progressing
Support establishment of new faculty restructuring FES & Geography to promote inter discipline and faculty-spanning curriculum	Establishment of new faculty is presented to Board and Senate for approval.	 Not On Track

Division of the President


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Ensure completion of Senate committee review of Tenure and Promotion unit-level standards

Review is completed and results presented to Senate.

 Completed


Provide high quality and timely legal services in support of university priorities as articulated in UAP, SMA and IIRP.

Action/Strategy	Measurable/Milestone	Status
Provide ongoing high quality, timely legal services to academic initiatives.	Client units are satisfied with the legal advice and services received.	 On Track


Student Success

3. Enhanced Quality in Teaching and Student Learning


Advance inclusive teaching practices among academic staff.

Action/Strategy	Measurable/Milestone	Status
Support and train academic staff in inclusive teaching practices.	Training sessions and/or other tools are available to all academic staff and promoted throughout the university.	 On Track


Identify potential inclusion barriers in experiential education (EE) and strategies to address them.

Action/Strategy	Measurable/Milestone	Status
Conduct environmental scan of EE programs and EDI issues that have arisen.	Environmental scan is completed.	 On Track

Increase and Diversify Pedagogical innovation



Action/Strategy	Measurable/Milestone	Status
a. Develop and implement a multi faceted marketing and communication plan in support of Experiential Education, designed to create awareness and interest. b. Partner with Teaching & Learning office to provide editorial support in publishing a special monthly issue of Innovatus for Teaching and Learning in yFile.	a. i) Total impressions from paid, earned, owned activities ii) YOY total and % increase in engagement (social media) iii) Total video views of 5 EE videos iv) YOY increase and % increase in website visits (teachingandlearning, OYM EE) v) Total contest entries vi) Social media total results b) Average unique views of each issue of Innovatus and YOY increase	 On Track

Provide legal and governance support to experiential learning initiatives.



Action/Strategy	Measurable/Milestone	Status
Ensure experiential learning is appropriately incorporated into curriculum development and approval process.	Academic Standards, Curriculum and Pedagogy Committee is actively considering experiential learning in curriculum proposals, ensuring implementation plans of curriculum	 Progressing

Student Success
4. A Student-Centred Approach



Advance service excellence in the student complaint / case management process.

Action/Strategy	Measurable/Milestone	Status
1. Undertake review of complaint pathway, processes and technology that supports correspondence and student-related complaints and cases.	1. Review of complaint pathway, processes and technology that support correspondence and student-related complaints and cases completed by July 2019. Recommendations implemented by September 2019.	 On Track
2. Develop and implement an updated standard operating procedure / service standard for student-related complaints and cases.	2. Updated standard operating procedure / service standard for student-related complaints and cases in place by September 2019.	 On Track

Advance student awareness of equity, diversity and inclusion.

Action/Strategy	Measurable/Milestone	Status
Provide EDI training and education for student orientation.	Current student orientation training/education is reviewed and revised (e.g. online modules, YUStart information, etc.)	 On Track
Create, revise and suite of training material for students re EDI.	Review undertaken and suite of offerings is developed, launched and monitored.	 On Track


Enhance York faculty and staff compliance with human rights and inclusion requirements when serving students.

Action/Strategy	Measurable/Milestone	Status
Create and conduct human rights presentations and seminars on key human rights topics / issues for faculty and staff providing services to students	Presentations created and conducted for faculty and staff working with students on key human rights topics / issues	 On Track
Create/Update online human rights and inclusion training modules	Online modules created and made available to faculty and staff on key topics and issues	 On Track



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Ensure course directors are aware of best practices for providing academic accommodation for students with disabilities.

Action/Strategy	Measurable/Milestone	Status
Develop reference guide for academic accommodation.	Guide is prepared and distributed to academic staff.	 On Track

Maintain effective and efficient student appeals and academic honesty system.


Action/Strategy	Measurable/Milestone	Status
Review and revise student petitions and appeals processes.	Petitions procedures are reviewed and any recommended changes approved.	 Completed
Support revision of academic honesty policy.	Revised policy is presented to Senate for approval. A revised policy and procedures in place. Support to faculties in implementation.	 On Track

Strategic Enrolment Management (SEM) Develop updated post-strike enrolment strategy reflecting current external context including enhanced recruitment and retention and support through student life cycle


Action/Strategy	Measurable/Milestone	Status
Support the generation of student application leads through the SEM Advertising follow-up	YOY % increase in leads generated and applications	 On Track

Engagement and Outreach
5. Enhanced Campus Experience

Assist with promoting/supporting Indigeneity initiatives associated with the campus experience.


Action/Strategy	Measurable/Milestone	Status
Facilitate creation of smudging and pipe ceremony policy.	Policy is prepared and submitted to senior leadership for approval.	 On Track

Provide timely legal services to initiatives associated with land, its development and capital projects.


Action/Strategy	Measurable/Milestone	Status
Conclude transfer of land to City of Toronto relating to the subway.	All land transfers concluded.	 Completed

Engagement and Outreach
6. Enhanced Community Engagement


Broaden/deepen positive/balanced media coverage of York in support of institutional and academic priorities.

Action/Strategy	Measurable/Milestone	Status
a. Develop a proactive, consistent earned media plan targeting relevant domestic and international markets issuing relevant newsworthy faculty/research news releases b. Promote York’s Internationally recognized research and academic achievements c. Issue institutional news releases highlighting major administration decisions, policy, and sector leading efforts d. Increase and enhance proactive media relations & publicity efforts by creating new advertorial content e. Position the president and her designates as thought-leaders through keynote opportunities, panel, discussions, media opportunities and more	Total Reach (10% increase YOY in total reach via earned media); Audience growth (5% YOY increase and # new followers) Maintain % describing news stories as positive YOY Establish benchmark for media relations website visits Increase # of York U experts on Guide by 20% Goal: 10% increase YOY in @yorkunews Digital Media Relations results: Increase reach Improve engagements Audience growth (followers)	 On Track


Celebrating the accomplishments of the Community and division through events and recognition

Action/Strategy	Measurable/Milestone	Status
Build institutional pride through supporting the coordination and implementation of Red and White Days in both academic terms. Expand the scope of the event to include more faculty, student organizations, staff and alumni. participation Recognize the achievements of our athletes through hosting celebration events. Celebrate student success and achievement through supporting the organization of Circle of Scholars and Convocation. Continue to provide an open forum of communication annually with the community through the President's Town Hall and Community Conversations. Host roundtables with students, faculty and staff to strengthen relationships, receive feedback & engage in dialogue with community members. Celebrate the achievements and milestones of staff, faculty, university official and Board members through the Staff Recognition Awards Dinner, Long Serving Faculty Reception, Divisional event, Retirees, New Faculty Breakfast and Hail & Farewell Dinner	Positions responsible for assisting with the coordination and implementation of events are accountable for their actions through the PDP plans Events receive a high satisfaction rating from 90% of attendees Set benchmarks for attendance & conduct surveys for the events that we host to obtain feedback and use the results/feedback to improve future events	 On Track




Develop a Community Relations Strategy for 2019-2022

Action/Strategy	Measurable/Milestone	Status
Develop a consultation Tool Consult with key internal and external stakeholders Develop a Community Relations strategic plan Develop a complementary CR Implementation plan with stakeholder map	Have a strategic CR plan and a corresponding implementation plan in place by Spring 2019. Complete the stakeholder Mapping associated with the CR plan by Spring 2019 Implementation of strategies and objectives commences and progress on each objective can be demonstrated by the Spring 2020.	 On Track



Ensure President's Advisory Committee on Human Rights (PACHR) is meeting the University's engagement needs.

Action/Strategy	Measurable/Milestone	Status
Review terms of reference for PACHR and its sub-committees	TORs are reviewed, discussed with the relevant bodies and suggested revisions proposed.	 On Track

Foster a great sense of community engagement in York University.

Action/Strategy	Measurable/Milestone	Status
Enhance Community Engagement (Internal) a. Embed internal communication strategies and tactics into all institutional communication plans. b. YFile Special Editions: Collaborate with VPRI to publish Brainstorm and VPAP to publish Innovatus; Use UAP as an editorial filter to develop yFile's content calendar c. Refresh yFile to reflect the university brand work and increase readership and subscription with current students d. Increase Yu link usage by the York community e. Produce and mail one print edition of The York University Magazine (fall); Produce and post 3 digital issues of the magazine (spring/summer/fall/winter)	a. Internal communication plans developed and initiated b. # of special editions created YOY increase in yFile story coverage by UAP priority c. Baseline to be determined. Complete refresh and report on: 2% YOY increase in yFile page views 2% YOY increase in yFile total # of users yFile homepage bounce rate meets industry standards YOY Total yFile distribution list (readership) 2% YOY increase in yFile average time on page d. 2% YoY increase in total YULink user sessions e. YOY increase in print magazine circulation/readership NB: As Digital subscriptions increase, print may decrease. Additionally, Alumni is re-evaluating the mailing list quantities and print circulation could be reduced in 2019/20. Establish benchmark KPIs for the digital edition including, page views, readership, time spent on page etc.	 On Track
Support the delivery of relevant post-strike community building plan.	Post-strike community-building recommendations implemented.	 Progressing
Strengthen President's engagement with York community (internal engagement).	Number of Kudos Reports published, target 10 per year. Establish benchmarks for engagement with Community Conversations (Keele and Glendon, Spring 2019). Establish benchmarks for internal speaking opportunities. Number of videos produced over year, target 5 - 8 per year. Number of YFile stories over year originating in the President's Office, target 25 per year across all categories.	 Completed



Foster effective university governance in support of university strategic goals.

Action/Strategy	Measurable/Milestone	Status
Conduct review of Senate- related governance bodies and recommend possible improvements.	Inventory of existing governance bodies created. Recommendations for governance improvements completed and presented to Senate Executive. Reduce the curriculum review/authority and delegate major modifications to faculties	 On Track
Review Senate policies to ensure they are effective and up to date.	All current Senate policies are reviewed and proposed revisions presented to Senate for approval.	 On Track




Integrated Resource Plan 2018-2019

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Review Senate rules to ensure effective functioning of Senate.	Proposed changes are presented to Senate for approval.		On Track
Finalize searchable database of Senate members.	Database is up to date and accurate.		Completed



Foster healthy engagement in governance bodies

Action/Strategy	Measurable/Milestone		Status
Increase governance awareness through targeted information sessions (e.g. Governance Day).	Session material is finalized. Plan to holding sessions is developed and executed.		On Track
Identify opportunities to engage new faculty members in governance issues.	Outreach plan to faculty members is in place.		Not On Track
Revise websites for Board and Senate to ensure better community understanding of roles and work of governance bodies.	Websites are updated.		On Track

Implement the 2016-2018 Government Relations Strategic Plan and initiate a process create a GR Plan for 2019-2022

Action/Strategy	Measurable/Milestone		Status
Develop a consultation Tool Consult with key internal and government stakeholders Develop a refreshed Government Relations strategic plan Develop a refreshed complementary GR Implementation plan with stakeholder map	Have a strategic GR plan and a corresponding implementation plan in place by June of 2019. Complete the stakeholder Mapping associated with the CR plan by June 2019 Implementation of strategies and objectives commences and progress on each objective can be demonstrated by the Spring 2020.		On Track


Provide legal and other support to implementation of the sexual violence policy

Action/Strategy	Measurable/Milestone		Status
Oversee operation of sexual violence advisory committee.	Committee is created, terms of reference confirmed and operating as expected.		On Track
Launch online governance resource.	Resource is "live".		On Track


Division of the President

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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
<p>Enhance Community Engagement (External) a. Develop a brand differentiation strategy (including a unique value proposition, brand promise, positioning, messaging architecture, and a plan on how to operationalize across the University). b. Develop a C&PA Strategic Plan in response to a rapidly changing communication environment. c. Update Institutional Communications Plan to reflect C&PA's Strategic Plan priorities. d. Support plan to improve rankings (e.g. QS, Times Higher Education (THE), Maclean's). e. Enhance York's institutional reputation by positioning the President (and her designates/York senior leadership) as thought leaders through keynote opportunities, panel discussions, media opportunities and more. f. Develop and execute a pan-university digital strategy to optimize and align all of York's web and social media properties g. Position York as a leader in the global postsecondary education sector by celebrating and promoting York's successes and achievements through PSE sector award submissions (CCAIE and CASE and others). h. Maintain marketing progressive best practices in paid and owned approach to digital media, by actively identifying new opportunities to test, learn and evolve new strategies. i. Identify and execute new innovative marketing initiatives in 2018/2019. Partner with paid influential online content creators to reach and influence prospective students. j. As opportunities arise, support Advancement in maintaining momentum for the IMPACT advertising campaign.</p>	<p>a. Phase I: Complete the research portion of the Brand Strategy work to inform the differentiation phase. Phase II: Develop brand differentiation strategy and approve; Assess and recommend creative strategy against brand differentiation strategy. Phase III: Launch and execute the Brand Delivery phase of the Brand differentiation strategy. b. C&PA Strategic Plan developed, presented and endorsed by the President. c. In consultation with central divisions (EDG), update Institutional Communications Plan. d. Rankings: Metric: Maclean's National Reputation Ranking Target: Minimize decline or maintain ranking at 21/49 e. Reputation Advertising: i. Metric: Perception of York's reputation Target: Minimize decline (given strike) in % citing York's reputation as having improved (among those who had seen advertising vs. those who had not seen advertising YOY) ii. Impressions from paid media (OYM campaign Royal Society ad, Board ads - Digital and traditional with the exception of Influencer) iii. Metric: Audiences describing news stories and social media as positive Target: Minimize decline of % of audiences describing news and social media as positive YOY iv. 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 v. Metric: Goal: maintain 30% of total unique stories and impressions as academic vi. # of speaker engagements and proactive media opportunities of York's leadership as thought leaders f. Pan-university digital strategy completed and executional plan developed g. # of Awards received h. % increase in impressions and engagements from paid, and owned digital activities Organic and Boosted only: Social - Institutional channel, @YorkUniversity: i. competitive ranking in cross channel engagement rate per post ii. 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 iii. Web visits YOY change Target: Mitigate decline due to labour disruption i. Paid Influencer: Impressions on paid influencer campaign posts j. IMPACT: Average engagement per online advertising (social or G&M)</p>	<p> On Track</p>

Support onboarding of new Vice President Equity, People and Culture (VPEPC)


Action/Strategy	Measurable/Milestone	Status
<p>Support incoming VPEPC onboarding.</p>	<p>VPEPC onboarding plan in place.</p>	<p> On Track</p>

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


Ensure institutional awareness of and compliance with relevant legislation including York University Act, Copyright Act, FIPPA, AODA, and CASL and Copyright Board Tariffs (SOCAN & Re: Sound)

Action/Strategy	Measurable/Milestone	Status
Develop online resources for orienting employees to records management policies and the resources available to the community.	Online resource for Records Management launched and added to the "Onboarding Training" available to all York employees.	 On Track


Lead Institutional Direction and Priority Setting

Action/Strategy	Measurable/Milestone	Status
Support development, updating and tracking of PVP IRP.	PVP IRP and tracking process in place.	 Completed


Maximize efficiencies and effectiveness in the delivery of Communications to all audiences (internal and external).

Action/Strategy	Measurable/Milestone	Status
a. Support research to improve evidence-based decision making and improve the effectiveness of communication efforts. b. Leverage and review new and existing technology solutions to enable reporting of pan-university communication outcomes and results.	a. i. Conduct brand advertising research to ensure evidence-based decisions to inform the evolution of the [OPEN YOUR MIND] campaign. ii. Collaborate with Advancement to conduct Alumni communications research b. Enhance ability to measure and report on communication success measures and pan-university communication outcomes	 On Track

Support the delivery of the UAP priorities through enhanced communications service delivery.

Action/Strategy	Measurable/Milestone	Status
With the support of the president, strengthen the C&PA team to bolster capacity, broaden expertise and enable C&PA leadership to increase strategic impact of the group.	Conduct analysis in service delivery offerings and skills gap, informed by C&PA's Strategic Plan priorities. Develop HR plan, define resources to meet gap analysis and recruit roles by December 2018.	 On Track



Support the university's mental health strategy.

Action/Strategy	Measurable/Milestone	Status
Ensure Board and Senate are engaged as appropriate in implementation of the strategy	Necessary changes to policy or procedure are approved in a timely manner.	 On Track


Division of the President

PLANID: 1095


Support York's sustainability agenda.

Action/Strategy	Measurable/Milestone	Status
Support the launch of and build profile around the President's Sustainability Innovation Fund.	President's Sustainability Fund in place, TOR finalized by May 2019.	 On Track
Provide administrative support to President's Sustainability Council.	Administrative support for Council in place.	 Completed

Sustain a best in class executive team.

Action/Strategy	Measurable/Milestone	Status
Provide ongoing support to executive searches.	1. VPEPC selected by May 2019. 2. VPRI search launched by June 2019. 3. University Secretary search launched by June 2019. 4. General Counsel search launched by June 2019.	 On Track

Valuing People and Strengthening the Workplace: Drive positive change by contributing to developing a high performance pan-university communications team leading to better alignment, understanding and integration of communication efforts

Action/Strategy	Measurable/Milestone	Status
a. Demonstrate York "as an employer of choice" by identifying and supporting staff development and pride initiatives. b. Optimize divisional operations and service provision by ensuring efficient and effective use of resources. (i.e. RFPs, budgets) c. Supporting and enabling internal auditing practices by managing management action plans for the Social Media audit.	a. Pride initiatives and staff development opportunities provided to enhance employee engagement, respond to leading trends and enhanced service delivery. b. Planned RFPs completed, Short-term and long-term sustainable priority-based budget plans approved in accordance with institutional financial framework c. Completion of Social Media Audit management action plans on schedule.	 On Track

