





Academic Quality

1. Innovative, Quality Programs for Academic Excellence


Continued to develop the Borderless Higher Education for Refugees (BHER) program to be more sustainable, integrated with the Faculty and connected more broadly with York

Action/Strategy	Measurable/Milestone	Status
Seek funding through grants and advancement	Funding successfully secured.	 On Track
Develop new program structures including courses beyond Education	Partnerships and new programs are developed. Students are admitted in the new programs.	 Progressing



Create new programs to meet emerging trends and specific needs.

Action/Strategy	Measurable/Milestone	Status
Develop and implement customized professional development programs with school boards and different educational institutions that are attentive to our partner's needs.	Optimize the number of partnerships and custom programs. Increase revenue.	 Progressing
Develop a plan for BEd and MEd program offerings at the Markham campus.	Programs ready and students enrolled at the opening of the Markham campus.	 Not On Track

Develop and implement an internationalization strategy.

Action/Strategy	Measurable/Milestone	Status
Explore areas of potential activity/interest. Enable the participation of international students by making our programs more accessible.	Increase the number of options available for international students. Increase the number of international students. Increase the number of international partnerships.	 Not On Track






Engage with and respond to, the education related calls to action from the Truth and Reconciliation Commission report

Action/Strategy	Measurable/Milestone	Status
Develop and implement Indigenous Teacher Education program (Waaban).	First cohort students admitted in 2019.	 Completed
Develop and implement a plan to enhance access to graduate education to students of aboriginal descent.	Specialized cohorts admitted both at the Masters and PhD levels.	 Completed




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Enhance flexibility and empowerment of students to pursue degree and other program combinations that support ongoing and lifelong learning.

Action/Strategy	Measurable/Milestone	Status
Develop plan for online delivery of BA in Educational Studies, including specific pathway for BHER students.	Plan developed and implemented, courses developed, students enrolled.	 On Track
Enhance degree simplification, comprehensiveness, and interdisciplinary through on-going review of curriculum and course offerings in undergraduate and graduate programs.	OUCQA framework used to develop all new programs and to review existing ones	 On Track
Develop and implement a plan to enhance access for groups under-represented in Post Secondary Education and the teaching profession, addressing admissions, retention, and teaching and learning.	Increased enrolment and graduation for socio-economic and ethnic under-represented students, and students accessing PSE through different pathways.	 On Track
Enhance student mobility through the development of pathway agreements, with college and university partners, for the BEd in Technological Education and BA in Educational Studies.	Number of pathways increased by 10% every year.	 On Track
Enhance extra-curricular professional learning opportunities for undergraduate and graduate students.		 Progressing




Enhance the design and delivery of professional programs.

Action/Strategy	Measurable/Milestone	Status
Redesign blended and online course templates to enhance learning experiences.	Increase enrollments. Increase the number of registrants returning for other opportunities.	 On Track
Restructure online Moodle courses to promote collaborative learning.	Increase enrollments. Increase the number of registrants returning for other opportunities.	 On Track
Embed inquiry and self-directed learning opportunities in all courses.	Increase enrollments. Increase the number of registrants returning for other opportunities.	 On Track


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Identify the place of, and potential for, our programs within an international context.

Action/Strategy	Measurable/Milestone	Status
Establish an International Advisory Group.	Membership, terms of reference and mandate is established. Set of recommendations and action plan is finalized.	 Not On Track
Develop and execute a strategic marketing plan for existing programs.	Increase the number of international students in our programs. Increase the number of our students having an international experience.	 Progressing
Develop new program structures.	Increase the number of international students in our programs. Increase the number of our students having an international experience.	 Not On Track





Increase student completion rates for course evaluations and enhance faculty engagement with course evaluations

Action/Strategy	Measurable/Milestone	Status
Benchmark completion rates of course evaluations and implement a strategy to engage students and faculty.	Percentage of students completing course evaluations increased by	 Progressing

Academic Quality

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

Expand research partnerships

Action/Strategy	Measurable/Milestone	Status
Actively support the pursuit and funding of research partnerships across all SSHRC partnership grants.	Increase the number of grants and the number of faculty members holding grants. Increase the number of successfully funded applications relative to submissions.	 On Track
Increase community-university research partnerships.	Increase the number of applications submitted to a broader range of funding sources. Increase sponsored research revenue.	 On Track
Publish seed grant opportunities; ladder small internal grants towards larger external grant application.	Increase the number of grants and the number of faculty members holding grants. Increase the number of successfully funded applications relative to submissions.	 On Track
Seek new avenues for grants.	Increase the number of applications submitted to a broader range of funding sources. Increase sponsored research revenue.	 On Track


Integrated Resource Plan 2018-2019

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Support research applications in progress with detailed feedback for best quality research applications. Support larger grant submissions in coordination with VPRI.

Increase the number of grants and the number of faculty members holding grants. Increase the number of successfully funded applications relative to submissions.





 On Track

Keep up-to-date records on small-medium research grant opportunities from all sources, and publicize widely to all faculty members.

Increase the number of grants and the number of faculty members holding grants. Increase the number of successfully funded applications relative to submissions.




 On Track

Support a culture of research.

Action/Strategy	Measurable/Milestone	Status
Seek out internal and external award opportunities to celebrate researchers' accomplishments.	A minimum of three nominations per year.	 Progressing
Expand both formal and informal opportunities for faculty members to share their research in-house.	Calendar of events with a minimum of two events per academic year.	 Progressing
Keep up-to-date profiles of faculty members' research and creative expression to facilitate advise on grant and award opportunities.	All faculty members have their profiles in the Faculty of Education website. Affiliated members are portrait in the website.	 Progressing
Consider establishing a Faculty of Education funded post-doc visiting fellowship.	Feasibility analysis completed and if recommended an action plan will be in place to have the first post-doc by 2020.	 Progressing

Student Success

Enhance experiential education opportunities.

Action/Strategy	Measurable/Milestone	Status
Recruit Associate Director, Experiential Education.	Associate Director hired.	 Completed
Develop an implement a plan for experiential education components in the BA in Educational Studies.	Plan developed and implemented. Platform developed for BA student choice of experiences for EE courses within the BA.	 On Track
Enhance processes for implementing and evaluating experiential education components in the MLCE.	Evaluation process enhanced for EE components of MLCE.	 Progressing






Student Success

4. A Student-Centred Approach




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Actively monitor student learning needs and develop appropriate academic supports.

Action/Strategy	Measurable/Milestone	Status
Implement rich orientation experiences for all incoming undergraduate and graduate cohorts.	Plan developed and implemented.	 On Track
Develop a revised plan for undergraduate student advising that takes into account changes to the BEd and increased enrollment in the BA.	Plan developed and implemented.	 On Track
Explore and develop models for peer-to-peer mentoring and advising in and between both undergraduate and graduate programs.	Plan developed and implemented.	 Progressing
Develop engagement strategies to connect Direct Entry students to the Faculty and each other prior to their enrollment in the BEd.	Plan developed and implemented. Retention rates increased by 5% per year.	 Progressing
Enhance graduate supervision and the annual report on progress for graduate students through more informed student choices, and greater access to possible supervising instructors. Improve time to completion for PhD students.	Baseline completion rates established. Plan for completion rates developed and implemented. Completion rates improved by 5% per year.	 Progressing




Expand technology enhanced learning.

Action/Strategy	Measurable/Milestone	Status
Develop and implement an online Graduate Diploma in Mathematics Education.	First cohort of GDME admitted by September 2020.	 Progressing
Enhance e-learning opportunities through the development of online and blended courses.	Number of Moodle active sites for courses increased by 5% each year.	 Progressing
Increase use of Moodle and digital course kits for all undergraduate and graduate courses.	Number of digital course kits used in courses measured, and increased each year by 5%.	 Progressing

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Provide Professional Learning courses that embody current theory and innovative practices of teaching and learning.


Action/Strategy	Measurable/Milestone	Status
Support instructors with tools and resources to improve andragogy.	Build support systems such as orientation for new instructors, on-line connections, opportunities to share best practices. Activities will take place at least twice a year.	 Completed
Redesign courses during the ongoing reaccreditation process.	Schedule of reaccreditation in place. Redesign of courses incorporates best practices. At least 4 courses are reaccredited per year.	 On Track
Develop and release an Instructional Leaders Hub to include training videos, documents and a discussion forum.	Hub developed and released with a schedule in place for updates.	 On Track

Engagement and Outreach
5. Enhanced Campus Experience

Enhance social academic space.


Action/Strategy	Measurable/Milestone	Status
Continue to break down barriers between academia and our community by creating spaces for dialogue and exchange.	Increase the number of events sponsored by the Jean-Augustine Chair.	 On Track

Increase use of facilities by local communities.

Action/Strategy	Measurable/Milestone	Status
Continue supporting events and activities for Success Beyond Limits, BBPA and local schools.	York continues to be the choice for community groups.	 On Track

Engagement and Outreach
6. Enhanced Community Engagement






Create and promote an Alumni Development and Engagement Strategy to develop a life-long connection to the Faculty of Education.

Action/Strategy	Measurable/Milestone	Status
Determine alumni engagement priorities, develop and implement an engagement plan.	Priorities identified, strategy finalized. An Alumni Network is formed.	 On Track





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Develop, enhance and promote partnerships between the Faculty and its key stakeholders (e.g., school boards, professional and higher education organizations, community partners).

Action/Strategy	Measurable/Milestone	Status
Review current partnerships and associated activities.	Create a database of existing partnerships.	 Progressing
Seek new community and stakeholder partnerships that align with the strategic plan	Increment in contracts and agreements with school boards, government, etc.	 Progressing
Build on, extend and communicate community partnership activities.	Communication channels are establish and the Faculty profile is increased.	 On Track
Ensure key partnerships are sustainable.	MOUs are in place for on-going partnerships (e.g. Success Beyond Limits, BBPA Scholarships event, etc.).	 On Track
Re-establish profile and reach of ACE and Readers to Leaders	On-going support for ACE and R2L is secured. Explore new schools to partner with in ACE and re-establish existing commitments to programs. Raise profile of programs and expand intersection with SBL and other initiatives.	 On Track

Strengthen the profile of the Jean Augustine Chair.


Action/Strategy	Measurable/Milestone	Status
Develop a structured pattern of activities for the Chair. Continue to support activities and events related to the Chair.	Increase in activities fostered by the Chair's mandate.	 On Track
Continue to seek full endowment for the Chair.	Achieve full endowment of the Chair.	 Progressing
Continue to support the development of the Chair's research agenda and its dissemination and the mentorship of new scholars.	Support the work of the Black Child and Youth Studies Network. Expand the work to include other funding sources and agencies.	 On Track
Establish a Backbone Entity to support the work of community organizations.	The Network for the Advancement of Black Communities is established. A strategic plan, governance structure and implementation plan are in place. 70 + agencies are connected to the Network.	 On Track

Enabling the Plan
7. Enabling the Plan


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Continue to review and implement a sustainable administrative infrastructure that is evidence based and supports the advancement of the Faculty's priorities.

Action/Strategy	Measurable/Milestone	Status
Ensure cross-unit communication and consultation. Identify gaps and duplication of services. Ensure optimization of resources. Research and implement best practices.	Managers share best practices in their units on a regular basis and research best practices in comparable units across campus and across the sector. Managers implement changes that incorporate best practices.	 On Track


Develop a robust advancement strategy for the Faculty.

Action/Strategy	Measurable/Milestone	Status
Develop a formal case for support for the Faculty and work to fulfill it. Develop and implement an annual giving campaign plan for the Faculty. Continue to identify and work with potential individual donors.	Increase in advancement revenue.	 On Track


Develop and implement a renewed Communications Strategy that considers both internal and external audiences.

Action/Strategy	Measurable/Milestone	Status
Establish an evaluation process to continually review and update internal and external communication strategies.	Evaluation process and data sources established	 On Track

Develop and implement appropriate strategies for realizing the target of a sustainable Faculty.

Action/Strategy	Measurable/Milestone	Status
Actions will include but will not be limited to: Strategic Enrollment Management Team Communications and Marketing strategy Faculty and staff complement Identify and pursue new revenue sources	Both an academic and sustainability rationale will be required to approve new initiatives.	 Progressing


Enhance awareness and commitment to diversity, accessibility and inclusiveness in the Faculty and develop ways to measure this.

Action/Strategy	Measurable/Milestone	Status
Develop a survey to understand what does diversity, accessibility and inclusiveness means to the different stakeholders.	Baseline evaluation of awareness through survey in 2019. Evaluated increase through survey in 2021.	 Progressing


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Ensure that staff and faculty in administrative roles are equipped with the skills, tools and training necessary for their work.

Action/Strategy	Measurable/Milestone	Status
Gap analysis between skills required and skills available. Facilitate training to upgrade skills.	Faculty and staff have the tools and skills to do their work.	 On Track


Establish opportunities to celebrate faculty, staff and student accomplishments and build a sense of community.

Action/Strategy	Measurable/Milestone	Status
Calendar of events aligned with the priorities of the Faculty will be completed and implemented. Event surveys for feedback distributed to faculty, staff and community, collected and analyzed for improvement.	Increase in the participation of faculty, staff and community members in events.	 On Track


Optimize the utilization of our physical assets (e.g. IT, classroom space) to support the advancement of the Faculty priorities through ongoing reviews.

Action/Strategy	Measurable/Milestone	Status
Perform on an annual basis: Needs assessment Develop a resource plan that includes deployment of resources and evaluation of outcomes.	Gap/needs analysis that addresses optimization of resources is completed on an annual basis.	 On Track

Promote a culture of awareness and active participation in Health and Safety.

Action/Strategy	Measurable/Milestone	Status
Make Health and Safety part of the regular meetings with staff. Distribute Health and Safety information to instructors and students.	Health and Safety concerns/issues are responded within a day. Reduction in the number of Health and Safety incidents.	 Progressing


Promote a culture of continuous improvement and innovation that ensures the optimal utilization of resources and focuses on service excellence.

Action/Strategy	Measurable/Milestone	Status
Research and implement best practices. Involve all stakeholders. Incorporate pre-event and post-event analysis as part of standard operations. Celebrate and share improvements and innovations across units.	Address service improvement opportunities based on feedback. Each unit identifies one process per year and all the team is involved in its improvement.	 On Track


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Promote a culture of informed decision making by utilizing financial models, data analysis, involvement of stakeholders in pre and post event analysis and other tools.

Action/Strategy	Measurable/Milestone	Status
Financial models and data analysis are a regular part of the decision making process.	Both an academic and sustainability rationale will be required to approve new initiatives.	 Progressing

Promote orientation activities that welcome new faculty, staff and secondees.

Action/Strategy	Measurable/Milestone	Status
On-boarding check list and related activities will be set in place. On-going feedback mechanisms from new hires will be established.	New hires are more integrated to the life of the Faculty. Reduction in the number of administrative incidents that require intervention from senior staff.	 Progressing

Provide opportunities for ongoing and progressive professional development.

Action/Strategy	Measurable/Milestone	Status
Develop a personalized professional development plan with all CPM staff. Development of opportunities for secondment and temporary promotions to give staff expanded job experience.	Increase in employment satisfaction and productivity.	 Progressing

