



**Academic Quality**

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

***Create a Liberal Arts Undergraduate Degree Program with clear focus on relevant learning outcomes for students who are not able to complete their original degree option, who are UNMAs, and who require access to a degree from non-traditional backgrounds an***

Action/Strategy	Measurable/Milestone	Status
1. Through collaborations with the LA&PS Curriculum Development/Programs team, AIF funding, the resources of the Vice-Provost and the Vice-President Teaching & Learning, develop a 48-credit degree program on-line and in person	1. Program launch in September 2021	 Progressing


**Develop innovative and appealing new undergraduate programs and certificates as well as closing/repurposing programs which have low major enrollment and/or low elective enrollment**

Action/Strategy	Measurable/Milestone	Status
<p>1. Work with academic units to establish their curricular priorities through the yearly curricular planning meetings in October 2. Use data and environmental scans to determine areas of growth to support #1 3. Develop pathway programs in order to improve conversion for students who do not meet entrance requirements for programs of choice. 4. Develop recruitment and retention materials (with a significant online presence) to clarify graduation opportunities which highlight major/major, major/minor, and certificate opportunities especially those which “cross the ampersand” between professional and liberal arts disciplines</p>	<p>1. Improvements in existing program course fill rates (percentage of students versus capacity of course) while launching new courses (5% new curriculum by 2022 without increasing offerings); work to achieve an overall undergraduate course fill-rate of 95% for FW 2018/19 at peak enrolment (Completed); create new programs in Indigenous Studies and a Certificate in Black Canadian Studies (Completed); begin having programs (e.g. Human Rights and Equity Studies, Global Political Studies, Health and Society, Creative Writing) prepare and submit major modification proposals in 2018/19 to renew the program curriculum as a whole (In Progress); support programs with adopting the process of planning and proposing curricular change on a program level rather than individual course proposals, which enables programs to more effectively map their curriculum, update program learning outcomes, and consider retiring outdate offerings when the program proposes new courses (In Progress) 2. Develop at least three new undergraduate programs and/or certificates over the next three years (e.g. BA Speech and Language Sciences; Certificate of Proficiency in Korean; Undergraduate certificates in Anthropology); BA Speech and Language Sciences advancing through approval process with site visit complete by February 2019 (Completed) and expected to launch in FW 2020 (In Progress); Anthropology certificate in Culture, Medicine, and Health, minor in Public Advocacy and Engagement Training approval by spring 2018 (Completed) and launch in FW2019 (Completed) 3. Three pathway programs were developed in Fall 2017 for Commerce, Criminology and Law &amp; Society; conversion rates for switch offers (offer to accept) for undeclared majors generally range from 20-23% and with the pathway programs, one of our aims is to achieve an overall conversion rate for the Qualification year programs of 30% in 2018/19 (Completed) and 30% in 2019/20; a new pathway program for Economics was to be developed for FW19 (Completed) 4. Leverage Quali and Curriculum Developers to support the Curriculum Development/Programs team ensuring that all programs have met with a Curriculum Developer and are integrated into use of Quali by Spring of 2020 5. The Recruitment team, working with the Communications team, will highlight combined program opportunities through enhanced recruitment strategies (e.g. more online engagement, in person school visits, involving faculty members and profiling alumni who have “value added” credentials); the goal is to increase year-over-year domestic applications to a broader range of programs by 5% over a 3-year period and to provide clear pathways to students with increased advising support, which will result in improved</p>	 Progressing


Faculty of Liberal Arts & Professional Studies

PLANID: 1116


**Focus on complement renewal to not only replace retirements, but build new faculty cohorts in research and teaching areas of high demand, including teaching stream hires**

Action/Strategy	Measurable/Milestone	Status
1. Hire across LA&PS in both professional and arts areas with a balance of research focused professional hires as well as teaching hires in a strategic manner 2. Prioritize the hiring of excellent candidates with active research agendas for their research areas, and teaching stream candidates who have demonstrated experience and excellence in teaching	1. Authorize and proceed with 24 professorial and 14 teaching stream new tenure stream hires in 2018/19 (Almost Completed) 2. Authorize and proceed with 40 new tenure stream hires in each of 2019/20, 2020/21, and 2021/22, while maintaining searches into the next hiring year which for a variety of reasons "fail"	 On Track


**Improvements to the curricular development and approval process**

Action/Strategy	Measurable/Milestone	Status
1. Regularize training for the Curriculum Committee and Curriculum Development/Programs team staff through development of training materials 2. Implement Kualii fully	1. Production of a curriculum manual for Curriculum Committee members, staff and the broader LA&PS community by Spring of 2020; in preparation, the Curriculum Toolkit website will be overhauled in 2018 to include increased information resources, more clear (visual) descriptions of the approval processes, and workshop materials created by the curriculum team for use broadly within the Faculty (Completed) 2. Training of faculty and staff on Kualii through departmental workshops by Winter 2021 3. Annual training sessions for Faculty curriculum committee started in fall 2017 to continue for 2018/19 (Completed)	 On Track

**Resource the Curriculum Development/Programs team in LA&PS with two Curriculum Developers**

Action/Strategy	Measurable/Milestone	Status
1. Hire two Curriculum Developers	1. Complete job evaluation and recruitment process for first position by February 2019 (Complete) Proceed with review of the job description and posting of the position by July 2019 (In Progress); hire by September 2019 2. Conduct interviews and hire by August 2019	 On Track


**Revisoning of General Education, building upon the community consultations of 2017/18**

Action/Strategy	Measurable/Milestone	Status
1. Facilitating community conversations on the role and nature of General Education, supporting the work of the General Education Working Group	1. Reduce the number of General Education credits a student can take from 36 to 24 2. Ensure General Education is taken within the first 45 credits 3. Review all General Education offerings in LA&PS to ensure they are meeting learning outcomes 4. Hold 5 Meetings of the Working Group, with first two meetings taking place by April 2019 (Completed) and aiming to set a working group mandate and establish a clear scope for the review in spring of 2019 (In Progress)	 Progressing


Academic Quality

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


*Foster a rich and diverse research culture in LA*

Action/Strategy	Measurable/Milestone	Status
1. Host Research celebration / showcase events (i.e. DARE Poster Session, Kitty Lundy Memorial Lecture) 2. Ensuring LA&PS Research Accomplishments are widely advertised in Y-File, LA&PS website, recognized through annual VPRI Research Recognition events	1. In 2018/19 host first annual DARE awards celebration; develop and implement full communications rollout to increase awareness and participation in DARE program (Completed) 2. Increased research stories on website and in yFile by 7% (Completed) 3. Increase by 20% annually number of research 'stories' that appear and are compiled on the Research Gallery page 4. DARE recipients, 40+ by Spring 2019	 On Track


*Improve contact between Dean's Office research support and faculty members*

Action/Strategy	Measurable/Milestone	Status
1. Research Officers (ROs) establish a schedule to meet all faculty within their roster at least once every three years, whether or not they are applying for an external grant	1. Track number and timing of meetings annually, ROs should be meeting with 1/3 of their roster annually 2. Develop regular career development workshops for faculty members – two per year 3. Yearly meetings (with 50% of units) to discuss grants, awards activities and to share best practices	 Progressing


*Improve data on the research grant applications of LA&PS faculty*

Action/Strategy	Measurable/Milestone	Status
1. Systematically capture and report on annual grant numbers	1. Continue to build on efforts that were begun in 2018; expand to capture data on LA&PS Co-Investigators in 2019; leverage centrally available grant data via VPRI to support Faculty objectives	 Progressing


*Improve graduate student enrollments*

Action/Strategy	Measurable/Milestone	Status
1. Develop a competition report in concert with FGS to determine which programs are in need of increased support, and what that support would be, to improve competitive nature of LA&PS programs 2. Develop and rollout a graduate student focused communications/recruitment plan for potential applicants	1. Work to increase the overall graduate student headcount in LA&PS by 5% in 2018/19, totaling 1783 students with an increase in domestic of 5%, and Visa increase of 4% (Completed) 2. Increase domestic graduate student enrollments by 2% in 2019/20 3. Creation of the communications/recruitment plan and execution of the tactics	 Progressing


**Improve research supports and research collaboration between faculty members**

Action/Strategy	Measurable/Milestone	Status
1. Hosting and, when relevant, collaborating with other Faculties on thematic research information sessions, as well as evaluating efficacy of such sessions through data collection	1. Shift from the current ad hoc programming (often programming by invitation) to an organized suite of research theme workshops established by end of Summer 2019 2. Advertise widely and systematically including both pre-and post-award workshop sessions 3. Data collected on attendance and feedback forms reviewed by AD and Research team to identify opportunities for improvement	 Progressing


**Improve the dissemination of research outputs both internally and externally of LA&PS faculty members**

Action/Strategy	Measurable/Milestone	Status
1. Include in the Research portfolio the responsibility for sabbatical research reports 2. Foster better connections between academic research and media/current issues/personal interest stories for external consumption, including working with the communications team to produce sabbatical stories 3. Support sabbatical research through the Research Officers with check ins before and during sabbatical to provide supports 4. Encouraging faculty members to adopt e-CV when it comes on board in concert with VPRI to further enhance the reach of LA&PS research and ease the collection of research productivity	1. In 2018/19 develop and roll out dedicated webpage to research stories within LA&PS (Completed); develop and implement process for updating and compiling research stories (Completed); implemented collaborative processes with yFile and Media Relations team to ensure research stories are shared in a timely, relevant way (Completed) 2. Migrate and enhance faculty member profiles within WordPress, with an emphasis on showcasing their research work, by January 2019 (Completed) 3. Review 47 sabbatical reports out of 97 sabbatical leaves in 2018/19 (Completed); review approximately 50 sabbatical reports annually 4. Goal of 40% response rate re: sabbatical stories year 1; 60% year 2; 80% year 3 5. Contact approved sabbaticants 6 months before, at the start of, and mid-way through their sabbaticals meetings with 50% of pre-sabbaticant faculty year 1; 80% year 2; 100% year 3 6. Run a yearly workshop in January for upcoming sabbaticants starting in 2020	 On Track


**Increase External Grant Applications and create wider knowledge base within the Faculty of the research outputs and research support needs of faculty members**

Action/Strategy	Measurable/Milestone	Status
1. Significantly increase direct contact between individual faculty members and the Associate Dean (AD) Graduate & Research and team outside of the context of research funding exercises, including: Establish one-on-one meetings between AD Graduate & Research and new faculty members	1. Initiate bi-annual research meetings with all units, including compilation and presentation of five years of data re: the unit's external grant applications in 2018/19 (Completed); second round of meetings will take place in 2020/21 2. Up to 43 meetings with new faculty members by Oct 2019 (In Progress) 3. Continue annually with all new appointments	 On Track


***Increase international student population at the MA level***

Action/Strategy	Measurable/Milestone	Status
1. Create improved international MA funding packages	1. Work to achieve an increase in international (visa) student headcount in MA programs by 5% in 2018-19, totaling 174 students (Completed) 2. Collaborate with the Faculty of Graduate Studies (FGS) to create an international tuition equalization award to top-up admissions offers to MA international graduate students to cover international tuition by January 2019 (Completed) 3. 60 improved MA funding packages for the 2019 recruitment cycle 4. Collect data on the success and impact of these packages	 On Track

***Renewal and creation of innovative graduate programs while maintaining viable unique interdisciplinary LA&PS graduate programs***


Action/Strategy	Measurable/Milestone	Status
1. Review of curriculum of existing graduate programs to find areas of collaboration Integration of STS graduate program in LA&PS 2. Create a Liberal Arts course-based MA 3. Promote collaboration between smaller programs to avoid duplication of graduate courses 4. Create a more coherent oversight function for programs without cognate UG departments	1. Convene with Graduate Program Director working group in 2018/19 to develop proposal to create liberal arts course based MA (Completed) 2. Graduate curriculum review by Fall of 2021 3. Integrate STS graduate program into LA&PS by Fall 2020 4. Develop new Liberal Arts MA by 2021 5. Develop a collaboration plan for unique graduate programs in 2019/20	 Progressing

***Support graduate student research***


Action/Strategy	Measurable/Milestone	Status
1. Create fieldwork costs fund 2. Develop matching funds for graduate student trainees on grants that require matching funds	1. Winter 2019 communicate field work cost fund process and application to all LA&PS graduate students (Completed); deadline April 1st and received 10 complete applications (Completed) 2. 20 new research fieldwork cost fund awards for doctoral students by end of summer 2019; 3. Broadly communicate matching funds support to hire York graduate students on external grants that require matching funds (Winter/Spring 2019)	 On Track

**Student Success**


**Expand and grow LA&PS Internship Program**

Action/Strategy	Measurable/Milestone	Status
1. Outreach to social justice-oriented agencies to host LA&PS students for summer internships through advancement 2. Outreach to for-profit companies for internships through advancement 3. Transfer administration and delivery of LA&PS Internship program from the YU Experience Hub to LA&PS	1. Provide 11 new internships opportunities for LA&PS students in 2018/19 (Completed) 2. Launch 18 Summer Internship Awards May/June 2019 3. Increase faculty funded internships and develop new sources of funding through advancement for EE 4. Launch 12 new paid internships with companies in 2019 4. Develop capacity to manage addition of 60+ internships from the hub 5. Establish LA&PS Advisory Committee on Internships/Work-Focused EE to re-engage faculty and programs	 Progressing

**Increase Experiential Education (EE) in programs with an ambition to have offerings in every program by 2022**

Action/Strategy	Measurable/Milestone	Status
1. Engage with 5-6 departments to scaffold work-focused experiential education into programs every year 2. Develop a Learning Integrated Work (LIW) Program within LA&PS to allow students to leverage their existing work experience into credit 3. Implement Orbis software to streamline EE processes, documentation and statistics 4. Hold annual EE celebration for all of our EE community partners and students	1. Support the achievement of 17 placement courses being offered across 13 undergraduate and 4 graduate programs in LA&PS for 2018/19 (Completed) 2. EE offerings in 5 new departments by 2019/20 and 5 additional departments in 2020/21 3. Develop a LIW course submitted to the Curriculum committee in 2019/20 4. EE Staff trained to utilize EE software Spring of 2019	 Progressing


**Renew and expand LA&PS Study Abroad Program**

Action/Strategy	Measurable/Milestone	Status
1. Review and implement the LA&PS International Plan (see below) in terms of Study Abroad offerings to ensure both diversity of offerings and access for students in Study Abroad 2. Develop a pre-departure global learning course 3. Establish debriefing sessions for students returning from study abroad reflect and articulate their learning 4. Develop a marketing and promotion strategy with the LA&PS Communications team to increase recruitment and participation in Study Abroad	1. In 2018/19 achieve 3 Study Abroad trip offerings in LA&PS; in 2019/20 achieve 5 Study Abroad trip offerings; in 2020/21 achieve 10 Study Abroad trip offerings 2. Establish an LA&PS Advisory Committee on Internationalization in spring/summer 2019 3. Aim to increase LA&PS students studying abroad by 10% by 2022 (i.e. 55 LA&PS students studying abroad on Academic Exchange in 2018/19) 4. Hold Fall and Winter debriefing sessions for students returning from study abroad	 Progressing


**Student Success**

**4. A Student-Centred Approach**


**Improve Academic Honesty (AH) policy and procedures at the departmental and Faculty levels**

Action/Strategy	Measurable/Milestone	Status
1. Streamline and standardize the AH panel hearing process 2. Raise LA&PS students' awareness of AH standards and penalties in an effort to reduce the number of AH breaches 3. Review AH tutorials with an eye to improve their impact 4. Revise Faculty AH policy where necessary to ensure alignment with Senate AH policy	1. Office of Faculty Council to conduct a new series of workshops for members of the Committee on Teaching, Learning & Student Success (CTLSS) to review procedures and best practices to be followed at Faculty-level AH panel hearings by April 2019 (Completed) 2. CTLSS will produce a document for use by current and future Committee members outlining AH processes at the unit and Faculty levels by March 2019 (Completed) 3. CTLSS will draft a letter outlining AH priorities and procedures that will be brought to LA&PS Faculty Council and then shared with units by December 2019 (In Progress) 4. Training/information sessions created and delivered to each of the following constituencies (UPA, UPDs, Advising, CTLSS) in 2019 (In Progress) 5. Track scores and completion rates of AH tutorials in concert with IT by December 2019 6. Deliver AH training to the Committee for Teaching, Learning & Student Success to ensure that members understand AH standards and penalties and the Faculty AH panel hearing process by December 2019 7. Support a reduction in AH cases of 5% over a 3-year period	 On Track

**Improve experience for Undeclared Majors (UNMAs)**


Action/Strategy	Measurable/Milestone	Status
1. Convert UNMAs to program majors by end of their first academic year through targeted advising	1. Improve UNMA conversion to program rate by 25% by Spring 2020 2. Survey UNMA's to better understand their expectations in 2019, and to develop recommendations based on the survey results and to act accordingly	 Progressing

**Improve the quality of academic advising in LA&PS to see an increase in student success, retention and satisfaction**


Action/Strategy	Measurable/Milestone	Status
1. Increase the role of Undergraduate Program Directors (UPDs) in academic advising 2. Expand the Retention Council's Early Alert Pilot Project in 2019 from one to three courses 3. Provide training for academic advisors to create a more collaborative and professionalized advising environment within the LA&PS advising community 4. Gauge student satisfaction with academic advising 5. Review the Faculty's academic advising model and structure, and implement recommendations	1. Hold at least 3-4 meetings a year at which Undergraduate Program Directors are given hands on training and support in advising concepts such as proactive and appreciative advising. Also have the Senior Advisor, Training provide support on technical systems (i.e. SIS) related to advising in 2018/19 (Completed) and 2019/20 2. Create ECON 1530 course in 2018/19 Early Alert Pilot (Completed), expand to two more courses in 2019/20 based on low retention rates and track improvements in retention 3. Create a short student satisfaction survey on advising using UNMA students as a student sample in 2019/20 4. Implement 3 documented improvements to strengthen the service delivery model and student experience in LA&PS Academic Advising (e.g. reduced wait times, improved accuracy of information) in 2019/20	 Progressing




**Improve the recruitment and retention activities of LA&PS across both 101 and 105 categories**

Action/Strategy	Measurable/Milestone	Status
1. Develop effective use of social media and other digital resources to increase recruitment success 2. Increase the quality of students recruited into the Faculty	1. In 2018/19 increase activity and original content on existing social media channels (Completed); implement request for quote process with outside vendors for associated strategy development (Completed); develop and submitted job description for Digital Strategist as a dedicated resource for social media and digital channels on the Communications team (to be hired by August 2019) (Completed & In Progress) 2. Restructure the recruitment portfolio by Fall 2018 to ensure more effective alignment and engagement with the Faculty's approach to strategic enrolment management (SEM) and communications (Completed) 3. Develop and implement full social media strategy for recruitment 4. Increase and improve the recruitment events and outreach through SEM strategies and tactics 5. Through AD Recruitment & Retention meeting with every unit generate unit level conversion and retention activities in fall and spring 2019/20 6. Over the past 3 intakes LA&PS has seen increases in the overall entering grade point average for incoming high school students: Fall 16: 78.57%, Fall 17: 79.35%, Fall 18: 79.93%; our aim for 2018/19 (Completed) and 2019/20 is to continue to maintain or increase our overall entering GPA	 Progressing

**Increase and diversify the number of international students in LA**


Action/Strategy	Measurable/Milestone	Status
1. Develop a LA&PS international recruitment plan and materials 2. Increase LA&PS participation in international recruitment	1. Work to increase the headcount for international (visa) undergraduate students in LA&PS by 10% in 2018/19, representing 22.1% of the student body (Completed); work to increase the headcount for international graduate students by 4% in 2018/19, representing 13.3% of the student body (Completed) 2. In 2018/19 draft, design, and implement new print brochures for international recruitment (Completed) 3. Production of print and on-line international recruitment materials 4. Dean and Associate Dean, managers and staff (as appropriate) to participate in recruitment events and travel, including one International Recruitment trip for the Dean (Completed)	 Progressing

**Streamline LA&PS awards administration and adjudication in order to recognize the achievements of the greatest possible number of deserving LA&PS students**


Action/Strategy	Measurable/Milestone	Status
1. Increase the number of entrance awards in spring cycle as a recruitment tool 2. Collaborate with SFS to expedite the process of disbursing emergency bursaries 3. Utilize new LA&PS awards website, social media, print media, and information sessions to communicate awards opportunities to LA&PS students 4. Review LA&PS awards cost centre management processes, policies and balances 5. Develop and deliver 2019 awards adjudication guidelines and timelines to departments 6. Organize a Faculty awards event to recognize recipients of student awards	1. Develop strategic communications plan and bridging website for awards program, to raise awareness of existing awards in 2018/19 (Completed) 2. Undertake a review of fund 600 award cost centres and work to address areas for clarity with set-up/structure, improvement in the disbursement of funds and cost centre ownership/management (In Progress) 2. 10% increase of entrance scholarships compared to 2018/19 3. Increase the number of recipients of LA&PS emergency bursaries by 15% over 2017/18 (Completed); Improve funding by 10% for emergency bursaries over 2018/19 4. Track and count click rates and unique and return visits to the awards website to measure impact of increased awards presence 5. Existence and distribution of awards adjudication guidelines by spring 2020	 Progressing

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


**Dedicate resources to improving the physical space of LA**

Action/Strategy	Measurable/Milestone	Status
1. Commit to as many physical improvements as possible in our budget 2. Engage in long term planning for new and improved buildings 3. Provide improved and greater range of accessible teaching spaces	1. Ensure that a minimum of 4 departmental upgrades are approved and 4 departmental renovation projects are completed in each of 2018/19, 2019/20 and 2020/21 2. Support the Faculty in the development of an annual and multi-year infrastructure plan by 2020 3. Submit a three-year capital plan to the Provost in the budget consultations of 2020 including accessible teaching space plan	 Progressing


**Foster a stronger and more respectful culture of health, safety, well-being, equity and inclusion through improved training for faculty, staff, and academic administration as well as sensitivity/anti-harassment anti-bullying training**

Action/Strategy	Measurable/Milestone	Status
1. Ensure required health and safety training is completed and offer additional training and support and to best meet the needs of the LA&PS community 2. Support opportunities for staff and faculty engagement in University and Faculty health and safety processes and committees	1. 100% of Academic Leaders in LA&PS will complete the Respect in the Workplace module by Spring of 2020 and every year thereafter 2. Offer 2 faculty wide staff training sessions with Centre for Sexual Violence Response, Support & Education in 2018/19 (Completed) 3. Offer 9 faculty wide staff sessions of Verbal Judo for staff of LA&PS in 2018/19 (Completed); offer 2 additional sessions in 2019/20 4. Offer 2 faculty wide sessions on Mental Health in the Workplace by April 2019 (Completed) 5. Offer 2 faculty wide staff training session in collaboration with Centre for Human Rights, Equity and Inclusion in 2018/19 (Completed); offer 2 additional sessions for 2019/20 6. Support the implementation of the University's new Health & Safety Committee structure, including ensuring member representation from staff and faculty in 2018/19 and ongoing (In Progress)	 On Track

***In collaboration with community stakeholders work to support an improved sense of security and safety on campus***


Action/Strategy	Measurable/Milestone	Status
1. Based on feedback from the community, foster and create spaces that are welcoming while effectively integrate safety and security elements	1. Implement a system of cameras in the LA&PS Colleges by summer 2019 (In Progress) 2. Upgrade/install access card readers for LA&PS departments in Ross and Vari Hall by the end of 2020 3. Integrate security elements in LA&PS infrastructure upgrades, renovations and new build projects on an ongoing basis	 Progressing

***Launch LA&PS' and IBM's collaborative teaching, learning and experiential space in Markham (i.e. LA&PS @ IBM Markham)***


Action/Strategy	Measurable/Milestone	Status
1. Develop a space that is welcoming, modern and supports flexible teaching, learning and community engagement, including a scaffolded approach to experiential education and community and employer partnerships	1. Develop a preliminary license agreement for the space by April 2019 (In Progress) 2. Complete job evaluation and recruitment for 1 management position and 1 staff position hiring by August 2019 (In Progress) 3. Upgrade the spaces and technology within, including creating a vibrant LA&PS York presence by September 2019 4. Launch select 3rd and 4th year classes for September 2019 5. Support the launch of SAS's graduate programs in 2020 and 2021	 Progressing

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


***Celebrate the 10th anniversary of the creation of LA&PS as a Faculty***

Action/Strategy	Measurable/Milestone	Status
1. With an emphasis on community building and engagement, offer a number of key events for students, faculty, staff, alumni and community members to engage in celebrating LA&PS' anniversary	1. Hire project/events manager role to support the anniversary celebration planning and execution (In Progress) 2. Create a steering committee and working groups 3. Create and promote a calendar of anniversary events 4. Enhance the Dean's 2019 Recognition Lunch for staff in alignment with the anniversary celebration and legacy of the Faculty 5. Coordinate and execute 2-3 large scale events to engage key audiences	 Progressing


**Develop a LA&PS Strategic Internationalization Plan (SIP) including a plan for internationalization at home for domestic students**

Action/Strategy	Measurable/Milestone	Status
1. Establish a planning committee with working groups to develop recommendations and an implementation plan 2. Global Citizenship Education Certificate (GCEC) available for all LA&PS students 3. Draft of modules for a Global Citizenship Education General Education Course 4. Establish a LA&PS International Summer Institute	1. Committee is to be formed and meetings begin in October 2018 (Completed) 2. 4 Major themes developed to be led by 4 Faculty Champions; 8-10 consultations with students, staff and faculty begins in March 2019 3. Draft for input and review to be completed late spring 2019 4. Global Citizen Education Gen Ed course to be launched in 2020/21 5. Admit a cohort of 30 students to originate from around the globe in Summer 2020 to Summer Institute	 Progressing


**Improve advancement fundraising and community sponsorship**

Action/Strategy	Measurable/Milestone	Status
1. Develop Dean’s Advancement plan and targeted advancement partners	1. Improve LA&PS advancement fundraising by 25% year over year for three years (In Progress) 2. Increase LA&PS presence in the advancement calendar events (In Progress) 3. Interim Dean and Director, Development to attend a strategic advancement “Development for Deans” conference in 2018 (Completed) 4. Raise 225 000 (payable over three years) from Canada Life to create 36 internships for LA&PS students in community organizations (Completed) 5. Work with Advancement to facilitate a gift of \$400,000 from the family of Avie Bennett to create a new endowment in support of the Canadian Writer in Person course and reading series in the Dept of Humanities (Completed) 6. Work with donors to create new funding for research units and LA&PS Programs (New pledge in April 2019 of \$275,000 (\$150,000 current gift, and a \$125,000 planned gift (bequest)) to establish the John David McFarland Scholarship in Philosophy and new pledge of \$100,000 in support of CERLAC Endowment for Research, to support the activities of CERLAC) (Completed) 7. Engagement with three major players in insurance market (TD Insurance, Intact Financial and the Insurance Bureau of Canada), to discuss future joint research in public safety (Completed) 8. Host inaugural School of Administrative Studies Speed Mentoring event, with 35 alumni mentors, over 200 students participating and over \$6,000 in corporate sponsorship to cover all costs (Completed) 9. Develop 10+ LA&PS projects into funding briefs for presentation to donors. (Completed) 10. Initiate first mass-email communications to all LA&PS faculty members (Completed) 11. Resolve major endowment stewardship issue with HHF Chair (Completed)	 On Track

**Improve Workplace/Learning Conditions**


Action/Strategy	Measurable/Milestone	Status
1. Streamline process for responding to accommodation requests from instructors 2. Commit financial support to retrofit some teaching spaces which better meet accommodation needs of our instructors	1. Establish Faculty Affairs staff point-person to receive and review WAPs for the implementation of accommodations by fall 2019 2. Find funding in the budget or a donor through advancement to fund classroom accommodation needs by fall 2019	 Progressing

**Strengthen collegial governance and academic leadership capabilities**


Action/Strategy	Measurable/Milestone	Status
1. Run workshops every year for Academic and Administrative Leaders on best practices 2. Develop and implement on-boarding training and materials for new Chairs and Directors, UPDs and College Heads 3. Develop FAQs for easy reference for Chairs, Directors, UPDs and GPDs to consult 4. Run workshops for Tenure and Promotion and hiring processes 5. Work to build on and integrate the curriculum from the AVP T&L's academic leadership workshops into existing and/or new sessions for LA&PS in support of the Faculty's and the University's learning and development objectives for academic leaders	1. Offer 2 Academic Administrative workshops for LA&PS academic leaders and staff in SU and Fall 2018/19 with combined participants of 148 (Completed) 2. Develop and run 2 new Academic Leaders workshops, for Chairs, Directors and Heads, per year starting in 2019 and ongoing 2. Develop a package of academic on-boarding materials, including role descriptions 3. Run 1 onboarding session each Spring starting in 2019 4. FAQ document development in 2018/19 5. 4 workshops on tenure and promotion and hiring per year in 2018/19 6. Development of an updated spreadsheet to track T&P standards in 2018/19	 On Track

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


**Ensure effective use of Full-time Faculty in our undergraduate and graduate programs as per the LA&PS Teaching Document**

Action/Strategy	Measurable/Milestone	Status
1. Review of workload documents and implementation of Faculty standards	1. Review all unit level workload documents (Completed) 2. Comment upon and submit to JCOAA all workload documents for Fall 2019 (In Progress)	 Progressing


**Foster governance and curricular clarity on the role of FGS and its relationship with LA**

Action/Strategy	Measurable/Milestone	Status
1. Establish MOU with respect to relevant roles of FGS and LA&PS including financial reporting 2. Create LA&PS Graduate Curriculum Committee to provide oversight of Graduate curriculum	1. Document flow of funding between LA&PS and FGS by March 2019 (Completed) 2. MOU created between LA&PS and FGS by Summer 2019 3. Faculty Council changes to facilitate this MOU including a Graduate Curriculum Committee	 Progressing


**Improve our financial structures and processes within the Faculty to foster clarity, transparency and greater efficiency**

Action/Strategy	Measurable/Milestone	Status
1. Review existing Faculty financial structures, guidelines and processes (and those of other Faculties) to identify and action opportunities for process streamlining and improvement within LA&PS 2. Ensure regular financial reports and updates are provided for the LA&PS community	1. Present the SHARP 2017/18 actuals and 2018/19 budget forecast at Faculty Council in Winter 2019 (Completed) 2. Implemented Faculty guidelines on hospitality expenses with departments by Fall 2018 (Completed) 3. Conduct monthly financial administration workshops with faculty researchers in 2018/19 (Completed) 4. Undertake a fund 100 and 200 cost centres clean up process in 2018/19 (Completed) 5. Develop recommendations and implement new Faculty guidelines as necessary to support and clarify University policies as necessary 6. Ensure cost centres are allocated accordingly to each manager and in alignment with the new organizational structure, including appropriate signing authority and clean up of cost centres as necessary 7. Review our expense claims review and approval processes within LA&PS for faculty and staff, including research accounting, and make recommendations to streamline processes and achieve greater efficiency 8. Provide budget presentations at least twice per fiscal year to the Chairs, Directors & College Heads group, and to Faculty Council	 Progressing


**Provide staff and faculty with training, computing resources and support to maximize technology within the Faculty**

Action/Strategy	Measurable/Milestone	Status
1. Hold workshops throughout 2019 on the Microsoft Office suite 2. Continue to upgrade computing equipment throughout the Faculty on a 5-year cycle 3. Develop a strategic computing plan for the Faculty	1. Onboard LA&PS to computing asset management systems (SCCM and WSUS) to allow for more flexible management of software updates by April 2019 (Completed) 2. Replace all ECON lab, Advising lab and Grad lab computers (~220 PCs and Macs) and update them to Win 10 and MacOS 10.14 by March 2019 (Completed) 3. Replace 120 staff workstations with new hardware, proper Windows 10 image and O365 setup by April 2019 (Completed) 4. Migrate Petitions and Course Outlines applications to WordPress from Lotus Notes by April 2019 (Completed) 5. All staff, faculty and administrative units having the opportunity to train on the Microsoft Office suite of products in 2019 6. Continue deploying Windows 10 and associated new computing equipment for staff and faculty by April 2020 7. Ensure that the hardware and software has been replaced/upgraded in all LA&PS non-RAC classrooms, meeting rooms and Faculty computing labs by winter 2019 8. Facilitate a process for stakeholder input to develop the Faculty's strategic computing plan in 2019, and create and begin formally implementing the plan in 2020	 On Track

***Streamline (using technology and staff resources) annual Faculty Affairs exercises to expedite processes and improve documentation***

Action/Strategy	Measurable/Milestone	Status
1. Establish on-line application system for new faculty hires 2. Develop on-line applications for internal exercises such as Tenure and Promotion	1. Conduct research regarding online application system options across campus and propose recommendations to academic leaders by March 2019 (Completed) 2. Build/purchase the online application system by fall 2020 3. Develop online process for internal application processes	 On Track

***Strengthen our Human Resources and Operations models to ensure greater client focused service delivery, foster a culture of high-performance, and strengthen relationships as a strategic partner with academic leaders and managers to support and achieve the***

Action/Strategy	Measurable/Milestone	Status
1. Create more robust hiring processes to strengthen our hiring outcomes 2. Provide support to academic leaders in developing their understanding of the implications of the YUSA Collective Agreement 3. Enhance training and development for staff 4. Continue to streamline and enhance the on-boarding and orientation processes for new staff	1. Restructure the Human Resources and Operations teams in 2018/19 to more effectively support the strategic priorities and operational needs of the Faculty (Completed) 2. Create a suite of more robust interview grids by fall 2019 3. Develop and run 2 sessions that provide an overview and encourage dialogue regarding the YUSA Collective Agreement for Academic Leaders by fall 2019 4. Formally launch the Individual Development Plan (IDP) process as a pilot for staff within the Faculty by summer 2019 5. Support the managers with their development and execution of annual training plans for each department/unit/portfolio by winter 2020 6. Operations will work closely with Faculty Affairs to develop a responsibilities matrix document that maps key roles (e.g. Academic Leader, Operations Manager, Administrative Assistant) by spring/summer 2019 (In Progress) 7. Develop/enhance and provide templates and packages to support managers with the on-boarding and orientation of new staff hires by summer 2019 8. Work to decrease the Faculty's average time to fill days for recruitment of CPM and YUSA positions in 2019/20 (i.e. CPM 56 days and YUSA 77 days on average in 2018/19)	 On Track

