






## 2018-2019 Integrated Resource Plan - President & Vice President Committee

Priority	Objective	Action	Measurable	Completed	On Track	Progressing
<b>Academic Quality</b> <b>1. Innovative, Quality Programs for Academic Excellence</b>	1. Strengthen Program Innovation 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 both degree and non-degree Continuing Studies.	1. Continue to support program innovation including identifying opportunities in high demand areas e.g., AI	1.1. Program innovation as evidenced by new programs implemented, new (interdisciplinary) proposals in emerging high demand areas, degree and non-degree 1.2 Increase number / percentage of graduates who have earned a combined credential (e.g., double major, certificate, interdisciplinary and transdisciplinary programs) SMA 1.3 Facilitate Faculty Plans for program innovation and internationalization activities (<50UG, <25G) 1.4 Clear plans and implementation for low viability programs 1.5 Implement new assessment tools for program need and demand to facilitate program innovation	●		
		2. Implement new Curriculum Management System (Kuali)	2.1 Kuali Project Plan developed and RFP complete 2.2 Proportion of programs with explicit curriculum maps and articulation of student learning outcomes increased SMA 2.3 Improve graduation rate SMA	●		
		3. Continue to advance optimum organizational structures for supporting innovation e.g., completing graduate education revision, supporting discussions of Faculty Blue for FES/Geography exploration	3.1 Report back to Senate on Faculty of Environmental Studies re-visioning (W19)	●		
		4. Remove perceived/actual structural barriers to interdisciplinarity including the necessary policy, governance and budget changes for cross-Faculty programs (W19)	4.1 Facilitate Interdisciplinarity	●		
		5. Introduce expanded short-term mobility experiences and pilot global learning-at-home program (2020)	5.1 Range of global learning opportunities for students expanded 5.2 Increased number of students participating in opportunities	●		






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<b>Academic Quality</b> <b>2. Advancing Exploration, Innovation and Achievement in Scholarship, Research and related Creative Activities</b>	2. Facilitate and Monitor Progress of SRP Intensification This includes innovation, entrepreneurship, knowledge mobilization, research intensification, amplification, individual participation, alignment with research priorities, and innovation networking.	1. Implement Plan for the Intensification of Research (PIER) recommendations, including increasing participation in external research programs, with a focus on Tri-Council, and rebuilding SSHRC participation	1.1 Support development of Faculty Research Plans through IRP process Faculty Research Plans with participation goals for Tri-Council funding completed in 2019-2020 1.2 Grow 4.32% tri-council share to 5% of system SMA 1.3 Continued strong growth trajectory in publication > 5% growth in publications 2018-2019 (including those that include international co-author of >50%)SMA 1.4 Maintain ranking in citation measures and citations per faculty ranking at 8th-9th in Ontario SMA	●	●	●
		2. Create York Research Commons to support individual participation and on-boarding of new faculty complement	2.1 Accelerating research productivity, growth in number and diversity of scholarly output.	●	●	●
		3. Advance electronic CVs	3.1 Software being used broadly by the York community: full-time faculty, graduate students and PDFs 3.2 Increased efficiencies leading to greater productivity for faculty and trainees through time optimization 3.3 Increased faculty satisfaction with improved ease of grant applications and reporting processes 3.4 Increased research impact	●	●	●
		4. Continue to grow innovation and entrepreneurship	4.1. Increasing innovation support of start-ups 40% growth over baseline with a target of 167 start-ups in 2018-19 SMA 4.2 Growth of community-based research initiatives of 20% growth over baseline with a target of 85 in 2018-19 SMA 4.3 Innovation support of entrepreneurship, start-ups and community engaged research 20%-40% growth over baseline (target 167 in 2018-19) by 2019-2020 SMA 4.4 Continue to grow student entrepreneurial engagement over baseline (35% increase over 2016-17 baseline value, 1850) in 2018-19 and 2019-20 SMA 4.5 Increasing key space offerings within YSpace with a 20% growth in entrepreneurial members supported with a target 42 members in 2018-19, over 35 members in 2017-2018. Increasing YSpace start-ups supported by 20% with a target of 22 in 2018-2019 over 18 in 2017-2018 4.6 Implement LaunchYU Entrepreneurial Experience program for students in 2018-19 (30 early stage ventures completing the program in 2018) 4.7 Sign MOU with Conference Board of Canada and Ryerson Future Skills Centre re dissemination / apply for funds (Federal Initiative)	●	●	●

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<b>Student Success</b> <b>3. Enhanced Quality in Teaching and Student Learning</b>	3. Increase and Diversify Pedagogical Innovation	1. Increase EE/WIL activity by ensuring that pedagogical innovation (eg., EE) is incorporated in all Faculty Academic Plans / IRPs, and the YUQAP CPRs to enhance accountability and track progress*	1.1 1-3% annual growth in % of students with at least one EE opportunity.SMA 1.2 1-3% annual growth in number of EE partnerships with employers/agencies to support increase in EE activities 1.3. Increase average HIPs per 4th year student to meet the average for comprehensive Universities on next NSSE surveySMA 1.4 Increase percentage over baseline of undergraduate students taking advantage of flexible program options.SMA 1.5 Increase in graduate employment rates SMA			
		2. Increase work study opportunities on campuses	2.1 Increase number of work study opportunities			
		3. Fully implement institutional EE tracking system and establish baseline for number of programs/courses/students	3.1 Establish definitions and tracking system over the period of SMA2 to determine baseline – increase number / percentage of 4th year students who have a research experience (curricular or co-curricular, e.g., RAY) including opening work study to international students (2019) SMA			
		4. Enhance institutional supports e.g., on-going AIF, enhanced EE Hub/Coordinators, TEL supports, new leadership and enhanced Teaching Commons, CoP	4.1 Increase number of faculty engaged in teaching development programs (from 14% baseline in 2016-17) SMA			
		5. Develop an enhanced and coordinated system of recognition and awards for T and L	5.1 Increase graduate student (masters and doctoral) completion rates within approved requirements of program. SMA			






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<b>Student Success</b> <b>3. Enhanced Quality in Teaching and Student Learning</b>	3. Increase and Diversify Pedagogical Innovation	6. Complete and implement review of Tenure and Promotion criteria for Teaching Stream FTF	6.1 Review of T and P criteria completed Teaching and Learning activity is more recognized in the T and P criteria			
		7. Undertake a renewal of teaching spaces, classrooms and laboratories, to modernize and align space and technology with pedagogical practices	7.1 Audit of classroom spaces completed 7.2 Technology renewal plan developed 7.3 Renewal program implementation underway			
<b>Student Success</b> <b>4. A Student-Centred Approach</b>	4. Enhancing Student Success through Continual Improvement of Student Services Fostering innovation in student development, engagement and success as global leaders across a diverse student population.	1. 2018 RFP for guided referral and repository system with implementation 2019	1.1 Implementation of new repository system			
		2. Integrated advising and implementation of YU Start Year 2/3/4 (2020)	2.1 Fewer student petitions 2.2 Improved student satisfaction measures based on NSSE and internal surveys over 2017-2018 baseline. 2.3 Increase in number of students using BecomingYU (2019-20) 2.4 Increase percentage over baseline of full-time undergraduate students from diverse backgrounds (e.g., Indigenous, first generation, students with disabilities, Francophone, mature students, students with first language other than English) graduating within 6 years SMA			
		3. Launch the Watson pilot (2019)	3.1 Watson pilot launched			

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<b>Student Success</b> <b>4. A</b> <b>Student-Centred Approach</b>	4. Enhancing Student Success through Continual Improvement of Student Services Fostering innovation in student development, engagement and success as global leaders across a diverse student population.	4. Redevelop Financial Petitions policy (2020)	4.1 Financial Petitions policy redeveloped 4.2 OSAP is currently being changed by MTCU, but we want to maintain our level of support – establish baseline and maintain SMA 4.3 Maintain ranking re share of OSAP recipients at an institution relative to its total number of eligible students SMA 4.4 Maintain current ranking – second in province proportion of operating expenditures spent on student services SMA		●	
	5. Strategic Enrolment Management (SEM) Develop updated post-strike enrolment strategy reflecting external context including enhanced recruitment, conversion and retention including support through student lifecycle.	1. Continue to advance SEM through collaboration with faculties to develop post-strike enrolment plan, achieve long-term enrolment goals, diversify international student markets, support recruitment, conversion, retention and student success across their full academic career (2019); explore potential to cluster entry programs to highlight strengths	1.1 In context of strike, aim to minimize financial impact of drop in applications, by achieving as close as possible adjusted 2018 Fall domestic targets, and growing to target 20% international with year over year percentage intakes increase over 13% 2018-2019 baseline. 1.2 Implement longer term strategy to recover market share over SMA3 1.3 Continue to modestly Increase number and proportion of the Indigenous students, first generation students, students with disabilities and French-Language students. SMA 1.4 Increase retention rate by 1% annually to a target of 88% between first and second year (2020) SMA 1.5 Maintain high performance rank on number of transfer applicants and registrants, as captured by the Ontario University Application Centre (OUAC) SMA		●	
		2. Implementation of new SIS (beginning in 2019-20)	2.1 Implemented next generation SIS			●
		3. Address credit transfer challenges	3.1 Increased availability of student financial assistance such as scholarship and bursary programs 3.2 Increased number of pathway programs 3.3 Effective bridging programs implemented		●	
<b>Engagement and Outreach</b> <b>5. Enhanced Campus Experience</b>	6. Ensure York Facilities and Infrastructure Adequately Support Priorities Developing a process and plan for new capital projects to meet priorities (including new faculty complement) and for deferred maintenance.	1. Complete capital projects in progress on budget.	1.1. Current capital projects complete.	✓		







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<b>Engagement and Outreach</b> <b>5. Enhanced Campus Experience</b>	6. Ensure York Facilities and Infrastructure Adequately Support Priorities Developing a process and plan for new capital projects to meet priorities (including new faculty complement) and for deferred maintenance.	2. Secure PVP approval for a process for the identification, approval and execution of unit-generated capital projects. Design and implement processes according to the plan.	2.1 Meet annual fundraising goal of \$50M in 2018-19, and 2019-2020, making significant progress toward \$500M overall goal			
		3. Develop and secure Board approval for prioritized list of major capital projects. Plans include identification of potential sources of funding and involved divisions incorporating the projects in their annual plans	3.1 Board approval of major capital projects by June 2019 and June 2020.			
		4. Develop a multi-year DM plan for approval by PVP and for information of the BOG L and P and F and A Committees, resourced for 2019-20	4.1 Determine and meet timeline for deferred maintenance plan			
<b>Engagement and Outreach</b> <b>6. Enhanced Community Engagement</b>	7. Internationalization Strategic Plan (external) Have a comprehensive Internationalization Strategy including specified activities to support international recruitment, international experiences for students, faculty exchanges, international curricular content, increased partnerships, and country-specific strategies including alumni development.	1. Develop a comprehensive Internationalization Strategic Plan including collegial taskforce in place, issue paper circulated, community consultations completed (W19)/ academic leadership in place and implementation of strategy (Fall 2020)	1.1 Increase in number of speaker engagements outside of Canada at major academic summits, conferences by senior leadership and faculty experts 1.2 Improved performance in global rankings (THE, QS) 1.3 Increased York's reputation as thought leader / influencer globally			
		2. All Faculty Plans/IRPs incorporate CE/internationalization	2.1 Increase in international activities (e.g., curriculum) and student participation (e.g., international exchanges, summer institutes) in 2019-2020 over 2018-2019			

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<b>Engagement and Outreach</b> <b>6. Enhanced Community Engagement</b>	8. Continue to strengthen York as a Community Engagement Hub Advancing cross-sector collaboration to support EE activities, student success, and research, magnifying our impact many times over as a community/city builder	1. Increase community collaboration and partnerships across sectors including projects such as the Sector Cluster Network, the Talent Acquisition project with VentureLab, discussions with Vaughan and Mackenzie Health for health sciences hub, establishing NCE on Homelessness, discussions with UN UNITAR on a Training Centre, and UN Homelessness project.	1.1 Demonstrated progress on local strategic partnerships including Talent Acquisition project with VentureLab, MOU with Vaughan and Mackenzie Health, NCE on Homelessness, MOU with UN UNITAR and York Region, determine potential for UN Homelessness project, government/Franco-Ontario community (as well as other bilingual institutions)	●				
		2. Complete community consultations regarding Markham Centre Campus (MCC), assess and implement strategy for MCC and/or programs	2.1 Decision made on MCC and strategy implemented 2019-2020			●		
		3. Complete and implement a Community Relations Strategic Plan for the University for 2018-2021 – specific initiatives in place by Winter 2019 and progress reports by Spring 2020	3.1 Community Relations Strategy for 2019-2022 developed				●	
		4. Review and refresh of GR Strategic Plan 2018-2021 taking into consideration the priorities of the new Provincial Government, the Federal Government and municipal government by Spring 2019 and progress reports by the Spring 2020	4.1 Tracking tool for Government Relations and Community Relations stakeholders implemented				●	
		5. Develop strategy for Glendon / enhancing engagement with Franco-Ontario community /other bilingual institutions PRES GCR	5.1 Progress with government on Glendon funding and positioning in community as a leader in Francophone programs					●

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<b>Engagement and Outreach</b> <b>6. Enhanced Community Engagement</b>	9. Alumni Engagement Deepen alumni engagement to advance priorities	1. Increased alumni engagement including participation in activities and programs focussed on recruitment, retention, mentoring, experiential education, entrepreneurship and other strategic priorities.	1.1 Baseline alumni engagement measures established by programs/initiatives Spring 2019 with targets established for 2019-2020			
		2. Targeted growth of geographic and interest-based alumni networks, ensuring alignment with strategic priorities	2.1 Evidence of increase in alumni engagement scores over 2019-2020 based on established baselines			
<b>10. Enhanced Differentiation Reputation</b> Strengthen the reputation of York University by defining and communicating a distinct, persuasive and differentiated brand that sets York apart from the competition.		1. Develop brand differentiation strategy (including value proposition, messaging architecture and plan on how to operationalize)	1.1 Increase in number of speaker engagements outside of Canada at major academic summits, conferences by senior leadership and faculty experts			
			1.2 Improved performance in global rankings (THE, QS) 1.3 Increased York's reputation as thought leader / influencer globally			
		2. Update Communications Strategic Plan (including new digital plan, paid reputational advertising campaign etc.)	2.1 Engagement in university Strategic Communications Planning.			
			3. Develop plan to improve rankings (e.g. QS, Times Higher Education (THE), Maclean's)	3.1 Reputation: a) Metric: Maclean's National Reputation Ranking, QS, THE Target: Maintain or improve ranking at 21/49 3.2 Social: a) 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		








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<b>Engagement and Outreach</b> <b>6. Enhanced Community Engagement</b>	10. 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.	4. Increase our reputation as thought leader / influencer	4.1 Speaker engagements as thought leaders Advertising: a) Metric: Perception of York's reputation b) Target: Maintain or improve % citing York's reputation as having improved YOY (advertising recall) 4.2 News stories and social media: a) Metric: Audiences describing news and social media as positive Target: Maintain or increase % of audiences describing news and social media as positive YOY 4.3 b) 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 4.4 c) Metric: Recognition of research in print and electronic media Target: maintain 30% of total unique stories and impressions academic and research focused..			
	11. Strengthening Labour Relations and Employee Engagement Positive relationships with faculty, staff and student constituencies to support improved climate for shared governance, employee engagement, and labour relations; labour relations risks are mitigated.	1. Implement approach to employee engagement/post-strike community building	1.1 Employee engagement / post-strike community building initiatives implemented throughout 2018-2020 including all new CA provisions, launch of community conversations as well as annual budget consultations, establishing strategic Working Groups with collegial engagement / opportunities to participate eg., Free Speech Working Group, Internationalization Group, etc 1.2 Division of Equity, People and Culture in place (2019-2020) led by new VPEPC and team			
		2. Develop and implement complement renewal strategy including onboarding, space implications for new hires in 2019-2020	2.1 Complement renewal strategy: discussion paper and consultations completed (W19); principles and goals in place to guide future investments in complement 2.2 Improving FT:Student ratios including enhancing teaching stream 2.3 Successfully completed faculty recruitment and enhanced onboarding program			
		3. Ensure collegial self-governance policies and practices serve York	3.1 Review of Senate policies underway including establishing Working Group on Freedom of Speech, review of Ombuds Office, and Student Conduct complete			
	12. Well-Being Strategy Creating a culture that promotes physical activity and a nutritionally sound campus; fosters inclusion and safety; and builds positive mental health and resilience.11. Well-Being Strategy Creating a culture that promotes physical activity and a nutritionally sound campus; fosters inclusion and safety; and builds positive mental health and resilience.	1. Create campus well-being strategy (2019)	1.1 Campus wide Well-being Strategy complete			





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<b>Engagement and Outreach</b> <b>6. Enhanced Community Engagement</b>	12. Well-Being Strategy Creating a culture that promotes physical activity and a nutritionally sound campus; fosters inclusion and safety; and builds positive mental health and resilience.11. Well-Being Strategy Creating a culture that promotes physical activity and a nutritionally sound campus; fosters inclusion and safety; and builds positive mental health and resilience.	2. Implement international student mental health education (2019)	2.1 International Mental Health education implemented			
		3. Second Wellbeing Summit (2019)	3.1 Second Well-being Summit successfully completed			
		4. Explore joining Okanogan Charter (2020)	4.1 Decision/application made to join Okanogan Charter by end of 2019-2020			
		5. Develop Community Safety strategy	5.1 Community Safety Strategy implemented			
		6. Begin consultation on moving toward a smoke free campus plan by 2021	6.1 Undertake preliminary work to lay the ground for smoke free campus			

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<b>Engagement and Outreach</b> <b>6. Enhanced Community Engagement</b>	13. Leadership Development Build and develop leadership team, including professional development for academic leadership, chairs and directors, and managers.	1. Create new team including decanal searches, VPEPC, AVPLR, AVPHR, AVP Facility Services, University Counsel, VPRI	1.1 Searches complete or nearing completion for 6 deans, VPEPC, AVPLR, AVPHR, and AVP Facility Services (2018-2019); University Counsel and VPRI (2019-2020)			
		2. Develop comprehensive leadership / professional development strategy, including competency framework, for senior administration, chairs and directors, and managers building on existing programs and succession planning	2.1 Complete competency framework 2.2 Leadership development strategy in place			
		3. Build capacity and resilience to adapt to a shared service model for administrative services	3.1 Increased capacity for shared service model			
<b>Enabling the Plan</b> <b>7. Enabling the Plan</b>	14. Shared Services Transformation To optimize efficiencies and effectiveness of administrative services	1. Undertake end-to-end review of HR and Finance activities (as defined in UniForum program); complete review by October 2019; secure approval for process changes by Steering Committee by December 2019; prepare map for implementation including timelines and execute according to map	1.1 Review of HR and Finance completed with recommendations to begin winter 2019 1.2 Plan for stage 2 completed			
		2. Clarify decision-making regarding Shared Service Unit versus decentralized services toward enhancing operational effectiveness	2.1 Use Service Transformation strategy to create capacity and successfully implement a shared service organization to support academic and functional units			

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<b>Enabling the Plan</b> <b>7. Enabling the Plan</b>	15. Budget Plan to Maximize Resources Available for Priorities Continue to enhance efficiencies, reduce costs where appropriate and drive new revenue to support the core academic priorities of the University	1. Develop short-term strategy to address reduction in tuition fees implemented by government effective 2019-2020	1.1 Short-term strategy complete and budget envelopes adjusted for reduction in tuition fees 2019-2020/Faculties and Divisions have adjusted budgets to balance over three year Rolling budget 2019-2022			
		2. Undertake a comprehensive financial analysis that lays out available assets, budget pressures, resources needed to support priorities over next three years 2019 - 2022 (e.g. in context of provincial budget, exploration of Lands for Learning, research funds)	2.1 Comprehensive financial analysis complete with longer term Budget Plan to meet / support priorities including opportunities for potential new revenue identified 2.2 Lands for Learning consultation launched			
		3. Review SHARP Budget Model to ensure proper incentives, fairness of model, addressing identified shortcomings in the context of changes to government transfer introduced in provincial budget	3.1 SHARP Budget Model reviewed / revisions implemented for 2020-2021			
		4. Continue to implement advancement efforts to meet fund-raising targets for 2018-19 and 2019-20	4.1 Fund-raising goals met for 2018-2019 and 2019-2020			
16. Monitor and Manage Enterprise Risk Management (ERM)	1. Monitor ERM and take any necessary steps to address emerging issues that could impede progress on priorities and objectives	1.1 Annual review completed with necessary identification and implementation of needed actions			