# Division of the Provost and Vice-President Academic

Top -5 Accomplishments - April 2020, Year-End Evaluation

## University Academic Plan

- Worked with Senate and the Secretariat to:
    - develop historical document offering a snapshot of achievements over the last 27 years
    - conduct extensive community consultations in person and online, augmented by the use of survey technology to capture data
    - support the development and drafting of the new University Academic Plan, including parallel work on internationalization strategy, faculty complement renewal strategy

## Markham Centre Campus

- led Faculties in academic program innovation and related space planning
- developed budget model and budget principles
- launched Markham Centre Campus faculty complement call
- launched new learning space @IBM Markham

## New Faculty of Environmental and Urban Change

- proposal for a new Faculty approved by York University's Senate and Board of Governors
- provided project management across implementation areas such as student services, communications, labour relations, research, human resources, finance, etc. ensuring the alignment of key initiatives toward a successful launch of the new Faculty

## Strategic Mandate Agreement (SMA) 3

- completed a broad community consultation and information process
- advocated extensively through COU and with the Ministry directly for review and redefinition of SMA3 metrics
- conducted comprehensive data analysis and convened data working groups to provide recommendations to PVP
- completed timely draft SMA documents for all Ministry deadlines

## Launch of Student Virtual Assistant powered by Watson

- Division of Students and UIT worked together in partnership with IBM to develop the Student Virtual Assistant (SVA) which uses AI through IBM's Watson
- launched the SVA to Lassonde, AMPD and Glendon in January and poised to launch to LAPS, Health, Science, FES and Education on May 11, 2020. Schulich, Osgoode and a fully French version will be available in September
- Content has been added to reflect our current services and supports under COVID-19

## Academic Continuity Planning in the Context of COVID-19

Academic Planning in the context of COVID-19 has been a complex endeavour for the last two months of 2019-20. Rapid and thoughtful planning has been undertaken in constantly changing and unprecedented circumstances. Strong academic planning has led to:

- The completion of the 2019-20 Winter and Fall/Winter terms
- A robust suite of course offerings for Summer 2020 with strong enrolment projections
- Forward looking planning for Fall 2020
- Strong communications to our students, faculty and staff on academic planning

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

**Lead in Cutting-Edge Programs**

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

| Strategy/Action | Measure/Milestone | | |
|---|---|---|---|
| Implement new assessment tools for program need and demand to facilitate program innovation<br>Facilitate Faculty Plans for program innovation and internationalization activities, including internationalization of the curriculum<br>Assess viability of low enrolment programs<br>Implement new Curriculum Management System (Kuali)<br>Introduce expanded short-term mobility experiences and pilot global learning-at-home program (2020)<br>Increase continuing studies programs and YUELI numbers<br>Explore potential for modular learning (2019-2020) | Increase number / percentage of graduates who have earned a combined credential (e.g., double major, certificate, interdisciplinary and transdisciplinary programs)SMA<br>Program innovation as evidenced by new programs implemented, new (interdisciplinary) proposals in emerging high demand areas, degree and non-degree<br>Clear plans and implementation for low viability programs<br>Growth in continuing studies: programs, number of students over 2017-2018 in 2018-2019<br>Proposal for modular learning from Continuing Studies (2019-2020)<br>Proportion of programs with explicit curriculum maps and articulation of student learning outcomes increasedSMA<br>Increase graduation rateSMA | 🟢 | On Track |
| Consult widely with APPRC, Faculty and the community in developing the UAP 2015-16<br>Align University's mission and values and priorities of the White Paper with the UAP<br>In cooperation with APPRC, begin UAP renewal process 2019-20 | UAP 2015-2020 developed and approved by Senate<br><br>Goals and objectives of the UAP embedded in Faculties' and Divisional units' plans<br><br>UAP renewal launched in 2019-20 | 🟢 | On Track |
| Improve Quality Assurance procedures for program reviews and approvals<br>Review and implement recommendations of the 2015 Quality Council's audit<br>Engage Faculties/Programs in continuous program quality improvement<br>Support Faculties in pedagogical innovation<br>Ensure program review is supported by high quality, accessible data and analysis throughout the year | YUQAP framework is refined<br><br>Academic programs have completed and submitted learning outcomes for their programs<br><br>Assessments are aligned with learning outcomes<br><br>2015 Quality Council's audit reviewed and implemented | 🟢 | On Track |

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| Develop academic and administrative structures<br>Develop comprehensive and high quality programs that include signature pedagogies, including common course model<br>Develop the data and systems infrastructure that will support a successful campus | Developed long term enrolment plan<br><br>Government funding secured for facility infrastructure and planning<br><br>Facility and building plans developed in conjunction with VPFA, YUDC, Faculties and School of Continuing Studies<br><br>Curriculum framework established | 🟡 | Progressing |
| Support excellence in graduate programs and education<br>Participate in the revisioning of the governance structure of the Faculty of Graduate Studies<br>Develop and implement a pan-University plan to enhance the academic and professional experiences of graduate students<br>Develop pan-University strategies to recruit high quality graduate students<br>Review quality assurance for graduate programs | Quality assurance for graduate programs review completed<br><br>Professional Development programing for graduate students launched<br><br>Graduate governance reviewed | 🟡 | Progressing |
| Facilitate and participate in the development of a new Faculty | Report to Senate on Faculty of Environmental Studies re-visioning (W19) | 🟢 | On Track |
| Develop Comparative Background Paper<br>Develop Discussion Paper<br>Consult broad York Community<br>Develop and Launch Long-term Strategy for York University Faculty Complement<br>Ensure review of complement data including anomalies and pay equity<br>Continue efforts to increase Indigenous faculty complement | Paper and discussion document completed<br><br>Community consultations conducted<br><br>Principles for Strategic Complement Planning Developed<br><br>Strategy in active use by York community | 🟢 | On Track |
| Remove perceived/actual structural barriers to interdisciplinarity by implementing governance framework for cross-Faculty programs (W19)<br>Develop models of cross-faculty programming | Governance framework for cross-Faculty programs developed and implemented<br><br>Evaluation of framework and second phase action plan developed | 🟡 | Progressing |

## Academic Quality
## 2. Advancing Exploration, Innovation and Achievement in Scholarship, Research and related Creative

### Support Research Intensification

| Strategy/Action | Measure/Milestone | | |
|---|---|---|---|
| Promote strategic research intensification through effective complement renewal<br>Increase number of teaching stream appointments<br>Support research enterprise and rankings through provision of quality research data and bibliometric rankings<br>Ensure internationalization plan supports research partnerships and activities | Achieved improved trainee research profiles with newly implemented York Postdoctoral Fellowship program<br><br>Increased number of teaching stream appointments<br><br>Increased number and proportion of reportable research outcomes | 🟢 | On Track |
| Increase support to the Libraries to help achieve teaching, learning and research objectives<br>Improve research and publication data connected to external rankings and profile | Increased collections that align with research and teaching priorities<br><br>Enhanced data on research and publishing for external sources and rankings | ✅ | Completed |

## Student Success

### Increase and Diversify Pedagogical Innovation

| Strategy/Action | Measure/Milestone |
|---|---|

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|---|---|---|---|
| Continue to grow and diversify innovative teaching and learning strategies by incorporating pedagogical innovation (eg., EE) in YUQAP CPRs and Faculty Plans through Integrated Resource Plan (IRP) process<br>Enhance institutional supports e.g., on-going AIF, enhanced EE Hub/Coordinators, TEL supports, new leadership and enhanced Teaching Commons, CoP<br>Complete and implement review of T&P criteria for Teaching Stream | 1-3% annual growth in number of WIL partnerships with employers/agencies<br>Increase average HIPs per 4th year student to meet the average for comprehensive Universities on next NSSE surveySMA<br>Increase number / percentage of 4th year students who have a research experience (curricular or co-curricular, e.g., RAY)SMA<br>Increase number of faculty engaged in teaching development programs (from 14% baseline in 2016-17)SMA<br>Increase percentage over baseline of undergraduate students taking advantage of flexible program options.SMA<br>Increase graduate student (masters and doctoral) completion rates within approved requirements of program.SMA<br>Increase in graduate employment ratesSMA | 🟢 | On Track |
| Provide leadership and guidance to Faculties on T&L strategies<br>Develop and implement a pan-University strategy for research in T&L<br>Implement a promotion and communication strategy for T&L innovation<br>Develop an enhanced and coordinated system of recognition and awards for T&L<br>Review all existing relevant T&L Senate policies | Reviewed all existing relevant T&L Senate policies through Teaching Commons<br><br>Developed and implemented a pan-University strategy for research in T&L<br><br>Promotion and communication strategy implemented for T&L innovation<br><br>Increase number of technology enhanced learning programs<br><br>University awards for T&L | 🟡 | Progressing |
| Establish York U EE Hub to provide support to Faculties in the delivery of EE<br>Provide more opportunities for students to participate in EE as part of their degree program<br>Develop and implement a pan-University EE strategy and operational plan (including co-op, internships, community-based learning, problem-based learning, etc.)<br>Fully implement institutional EE tracking system and establish baseline for number of programs/courses/students<br>Integrate International EE goals with the aim of preparing Global Citizens with international experience | 1-3% annual growth in % of students with at least one EE opportunity.SMA<br><br>EE Strategy has been fully operationalized<br><br>EE tracking system has been fully operationalized and baseline data confirmed<br><br>Increase work study 1-2% annually | 🟢 | On Track |

| Support Faculties in developing on-line and blended courses and programs<br>Develop and implement a pan-University eLearning strategy and operational plan | eLearning strategy fully operationalized<br><br>Develop strategy paper for the implementation of Blended and Online Learning Development (BOLD) team | 🟢 On Track |
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## Student Success
## 4. A Student-Centred Approach

**Direct SEM**

| **Strategy/Action** | **Measure/Milestone** | |
| --- | --- | --- |
| Continue to advance SEM through collaboration with faculties to develop post-strike enrolment plan, achieve enrolment goals, diversify international student markets, support student success, retention and transition across their full academic career (2019); explore potential to cluster entry programs to highlight strengths<br>Implementation of new SIS (beginning in 2019-20)<br>Implement the institutional strategic enrolment management plan<br>Establish a Student Success Centre to provide a holistic approach to the student experience<br>Focus on student success and improved recruitment, retention and graduation rates<br>Implement degree audit and streamline degree requirements<br>Implement early alert and intervention strategies<br>Develop and implement institutional/Faculty advising programs for students at every stage of their studies | Achieve annual enrolment targets as negotiated in Faculty contracts<br>Maintain / increase number of international students<br>Implement strategy to recover / mitigate (post-strike) 2019-2020 drop in applications including increasing conversions over 2018-2019<br>Increase number and proportion of the Indigenous students, first generation students, students with disabilities and French-Language students.SMA<br>Increase retention rate to 88% between first and second year (2020)SMA<br>Number of transfer applicants and registrants, as captured by the Ontario University Application Centre (OUAC)SMA<br>Increased overall student retention<br>SEM team created for each Faculty<br>Enhanced student advising at the program level program | 🟡 Progressing |
| Develop first year experience programs to support student transition to university and foster their continuing success and engagement<br>Promote and increase on-campus employment opportunities<br>Engage students in leadership and career development opportunities<br>Coordinate student service functions carried out by different areas of the University<br>Work with other Divisions, especially VPF&A to address safety and security issues<br>Support student experience through predictive analytics and a robust analysis of survey data | Increased number of employment opportunities on campus<br><br>Improved safety measures; METRAC safety strategies implemented | 🟢 On Track |

| Strategy/Action | Measure/Milestone | | |
|---|---|---|---|
| Foster student mobility through the development of academic pathways (e.g. credit transfer, bridging programs, etc.) Seek and increase university/collage collaboration (e.g. York/Seneca, York/Ryerson, etc.) Develop pathways for internationally educated students seeking Canadian credentials and mature students Improve accessibility and support for students with disabilities and aboriginal/indigenous students<br><br>Develop and implement an Access Framework that enhances York's leadership position in supporting accessible postsecondary education | Increased availability of student financial assistance such as scholarship and bursary programs<br><br>Increased number of pathway programs<br><br>Effective bridging programs implemented | 🟢 | On Track |
| Increase academic and administrative supports to international student learning and success | Improved pre arrival and on campus supports and services for international students<br><br>Increased participation of students in campus offerings<br><br>Increased retention and graduation rates for international students | 🟢 | On Track |
| Develop virtual assistant designed to provide students with always on navigational and wayfinding support that supplements the critical human work our members do to support student success | Develop support solution<br><br>Test and pilot solution<br><br>Launch virtual assistant for undergraduate students across campus - Phase 1 launch in January 2019 (3 Faculties) and Phase 2 to rest of campus in March 2019. | 🟢 | On Track |

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

**Support Capital Expansion for Academic Activities**

| Strategy/Action | Measure/Milestone | | |
|---|---|---|---|
| Develop and propose new infrastructure and capital improvements for government funding in conjunction with VPFA and YUDC Find opportunities to expand and improve space for student learning and activities Ensure capital expansion projects support the institutions most pressing academic and/or student concerns | Received support from government SIF funding<br><br>Additional space for academic and other student activities<br><br>Prepare for future SF calls | 🟢 | On Track |

Welcome youth to York community                                                   Continued and consistent enrolment from local community        ⬤  Progressing
Maintain and improve community engagement web profile

Community events hosted and increased # of attendees

## Engagement and Outreach
## 6. Enhanced Community Engagement

**Internationalization Strategic Plan (external)**

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

| Strategy/Action | Measure/Milestone | | |
|---|---|---|---|

Global/international strategy in place: collegial taskforce in place, issue paper circulated; community consultations completed (W19)/ academic leadership in place and implementation of strategy (Fall 2020)
Internationalization incorporated in Faculty Plans
International Alumni Engagement

Comprehensive Institutional Internationalization and Global Engagement Plan completed in 2019
Increase in international students – meeting targets for 2019-2020
Increase in strategic partnerships internationally that allow the University to advance priorities
Increase in international activities (e.g., curriculum) and student participation (e.g., international exchanges and internships, summer institutes) by 10% over established baseline

⬤  Progressing

Collaborate with VPRI to develop plan to improve rankings (e.g. QS, Times Higher Education (THE), Maclean's).
Increase our reputation as thought leader / influencer
Leverage York's participation in key provincial committees or working groups (e.g. ONCAT, HEQCO, Council of Educators Toronto, etc.) to affect public policy

Develop and implement strategic plan to foster long-life learning
Expand and enhance coordination of continuing and professional education programming
Integrate undergraduate and graduate programs and planning around curriculum, enrolment and deployment of resources

Speaker engagements as thought leaders

2.  Advertising:
Metric: Perception of York's reputation
Target: Maintain or improve % citing York's reputation as having improved YOY (advertising recall)

3. News stories and social media:
Metric: Audiences describing news and social media as positive

Target: Maintain or increase % of audiences describing news and social media as positive YOY

Metric: Positive/ neutral media stories and impressions

Target: 10% increase in # of positive/ neutral unique media stories and impressions YOY (global) Baseline: 12,880 stories and 1.8B impressions

Metric: % of total unique stories and impressions academic and research focused

Target: maintain 30% of total unique stories and impressions academic and research focused

Target: Increase research focused media exposure in print and electronic media by 8% in 2018-2019SMA

4. Social
Metric: competitive ranking in cross channel engagement rate per post and cross channel audience growth

Target: Maintain top 3 ranking vs competitors in cross channel engagement rate per post and achieve 20% growth in cross channel audiences (social) YOY

5. Reputation:
Metric: Maclean's National Reputation Ranking

Target: Maintain or improve ranking at 21/49

Improve global rankings such as Times Higher Education and Academic Ranking of World Universities (Shanghai rankings).

6. External and internal mediums leveraged to communicate faculty achievements

7. Increased first choice applicants

On Track

| | | |
|---|---|---|
| Implement approach to employee engagement/post-strike community building initiatives<br>Develop and implement complement renewal strategy including onboarding, space implications for new hires in 2019-2020<br>Participate in review of collegial self-governance policies and practices as required<br>Review data based on governance model to ensure policies and procedures support academic programs<br>Engage in community building activities<br>Ensure data informs labour relations activities and community building initiatives | Successfully completed faculty recruitment and enhanced onboarding program<br>Improving FT: Student ratios including enhancing teaching stream<br>Complement renewal strategy: discussion paper and consultations completed (W19); principles and goals in place to guide future investments in complement<br>Division of Equity, People and Culture in place (2019) led by new VPEPC and team<br>Employee engagement /post-strike community building initiatives implemented<br>Use Service Transformation strategy to create capacity and successfully implement a shared service organization to support academic and functional units<br>Participate in review of Senate policies including establishing Working Group on Freedom of Speech, review of Ombuds Office, and Student Conduct | ● On Track |
| Create new team including decanal searches, VPEPC, AVPLR, and AVPHR<br>Develop comprehensive professional development strategy for senior administration building on existing programs | Searches complete or nearing completion for 6 deans<br>Professional Development for leadership in place | ● On Track |

## Enabling the Plan
## 7. Enabling the Plan

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

| Strategy/Action | Measure/Milestone | |
|---|---|---|
| Align enrolment, complement and budget plans and processes<br>Develop and implement administrative accountability framework<br>Develop shared services models and governance framework<br>Review SHARP Budget Model impacts on academic programming<br>Support analysis through systems and data approach | Administrative accountability framework in place<br>Shared services models and governance framework developed<br>SHARP Budget Model reviewed / revisions implemented for 2020-2021<br>or 2021/2022 | ● Progressing |

Commit to and participate in collegial governance
Provide effective and responsive academic administration
Improve and streamline processes in support of academic planning without undermining collegial governance
Assess ongoing and proposed academic activities
Make "tough choice" decisions that are fact-based and otherwise informed
Ensure transparency in decision making where appropriate

Academic programs and unit structures aligned to achieve York's overall mission and the objectives in the UAP

Progressing

Position York University for success within SMA3.
Work with COU to influence metric definitions, data, and approaches.
Engage and inform York University community about the SMA3 process.
Establish Principles for the establishment and implementation of SMA3.
Complete SMA3 for York University.

SMA3 for York University completed.

Principles established and adopted.

York community informed about and engaged in SMA3 process.

Progressing

Cultivate a positive team and work environment that encourages staff engagement and development opportunities
Improve organizational engagement by linking individual staff responsibilities to institutional priorities and prepare managers for change management

Social retreats and gatherings scheduled

Regular staff meetings

Completed

Identify institutional priorities and outcomes
Build leadership capacity and support a culture of performance and accountability
Build a performance, accountability and evidence based decision making culture
Implement strategies to support process re-engineering and service enhancement
Support academic planning to achieve that aims of the UAP
Support the technical aspects of institution-wide planning and measuring success

IIRP Action Plan implemented

On Track