

**DIVISION:** Division of the VP Academic and Provost

**UNIT:** Division of VP Academic & Provost

**PLAN ID:** 1264

## 1. 21st Century Learning

### Leader in 21st Century Learning – continuing to enhance the student learning experience /what and who we teach

#### **Action/Strategy:**

Curricular innovation that will continue to address emerging needs for new programs and future skills, including professional masters, entrepreneurship, critical skills, inquiry-based learning, impact of technology (i.e., MCC programs)

Continue to grow continuing studies and lifelong learning activities

Increase flexible credential combinations (e.g., micro-credentials for reskilling, dual credentials)

Strengthen experiential education/WIL and other forms of pedagogical innovation

Global outlook and fluency informing curricula and global learning

Enhanced EDI in programs including opportunities to learn about Indigenous worldviews and histories vis a vis Canada

January 2021

#### **Measures/Metrics/Milestones:**

MCC programs on track for Senate approval.

New/Renewed curriculum brought forward by Faculties (e.g., cross-Faculty programs in Urban Studies, Environmental Science,; PhD in Global Health; 4 yr BScN; BSc in Data Science; Glendon first year curriculum)

Supported Faculties in the development of Professional Master degree options

Increase in TEL/online courses over the span of the UAP.

In 2020-21 evaluate outcomes of mass shift to remote/online formats to develop long-term strategy for expanding breadth and quality of online offerings in post-pandemic recovery period.

Maintain / increase continuing studies (pending assessment of COVID-19 impact)

Development of micro-credential strategy for York.

2020-21: Map existing micro credential types and key questions and options to inform strategy

Increase in number of students taking at least one EE/WIL activity over 5 years of UAP. To respond to potential pandemic impacts, expand the number of remote and virtual EE/WIL opportunities available across the University.

Full tracking in place for SMA3

SMA3 growth targets met

Develop Globally Networked Learning courses and supports for remote learning environment

Increase in number of courses (and students enrolled) focused on diversity, different ways of knowing, diverse histories in Canada.

All Faculties taking steps to increase EDI-related curricular and/or co-curricular learning opportunities.

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## 2. Knowledge for the Future

### Continue to strengthen research excellence

**Action/Strategy:**

Increase the attention paid to the alignment of all professorial stream hires with research needs and the research objectives of the hiring unit, Faculty, and institution.

**Measures/Metrics/Milestones:**

Demonstrated response to opportunities that advance areas of research inquiry, student interest, and curricular innovation and position York for success over the long-term.

2020-21: Ensure hiring processes are considering the world's leading scholars/ applicants in all areas  
MCC complement planning aligned to build program and research strengths

Build areas of interdisciplinary strength and potential collaboration across traditional disciplinary boundaries and with external partners through cluster hiring or other methods.

Respond to institutional priorities through hiring plans where appropriate (e.g., Indigenous scholars and scholarship, Black scholars and scholarship, allocation of CRCs)

Faculty Complement Renewal Strategy finalized to guide 5-10 year planning; implementation underway

## 3. From Access to Success

### Continue to enhance coordinated and seamless SEM to support the recruitment and success of a diverse student population

**Action/Strategy:**

**Measures/Metrics/Milestones:**

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International Recruitment Strategy

International recruitment strategy developed and implemented and international student base diversified and increased (goal for 2020-21 is to maintain target of 17%UG, 20% grad).

Student census on track to implement August 2021

Increased 101 market share

Continuous improvement in supports for international students

Refreshed Career Services plan

Recovery strategy for expected intake decline resulting from pandemic in 2020-2021 to realize new student intake targets (e.g., applications, offers, accept)

Strategy for enhanced diversification of our student population by country

Following outcome of census (F21) increases in Black and Indigenous students (21/22)

Cross functional teams that coordinate and collaborate across the Division of Students with Faculty partners to provide students with responsive service and information

Enhanced remote & one-stop services, supported by new technologies (e.g. Civitas-Inspire; SVA; OWL, MoveOn) to meet student expectations

Enhanced data analytics to support SEM: supports directed access and success programs; improves persistence

New systems for tracking student progress, and supporting an appreciative advising framework

SMA3 Metrics (potential for COVID disruption/external factors)

Increase in graduation rate

Increase in graduate employment rates

## 4. Advancing Global Engagement

### Continue to advance York's global engagement and internationalization plan

#### **Action/Strategy:**

Finalize and launch Internationalization & Global Engagement Plan Increase internationalization/global engagement domestically e.g., in the curriculum including virtual global courses Draft 5 year plan for Las Nubes eco-Campus Advance plan for increasing outbound student mobility post-Covid 19 Continue to drive further development of HUC, ACU and NAYRUN networks

#### **Measures/Metrics/Milestones:**

More strategic international partnerships  
Stronger international profile and reputation  
Increase York's share of public investments like Outbound Student Mobility Program  
Maintain international student target of 17% for undergraduate students and 20% for graduate students in 2020-2021

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Support recruitment of high quality faculty from around the world

Enhanced international representation in faculty

2020-21:  
Develop supports for search committees re international recruitment  
Deans to pursue international candidates where appropriate

## 5. Working in Partnership

### Strengthen York's sense of community engagement

#### Action/Strategy:

Continuing to promote open, transparent collegial governance

Create an Academic Leaders Forum (Provost)

Continue to build stronger relationships with unions/enhance Labour Relations

Strengthen University Governance through enhanced decision-making processes, a comprehensive policy framework, policy review and support for Faculty Councils

#### Measures/Metrics/Milestones:

Regular schedule embedded for enhanced consultation and exchange of input including Town Halls, budget consultations, etc

Forum Created and Launched

Future Looking agenda Items developed for 2021-22

Continued attendance and engagement from academic leaders across campus

Tangible initiatives in line with UAP and COVID recovery resulting from Forum related to learnings from COVID and future planning

Active engagement with academic employees groups to strengthen relationships and support Labour Relations strategy.

Contribute to policy and governance improvement where appropriate (led by Secretariat).

Governance structures for Markham Centre Campus clarified.

### Enhancing stakeholder engagement - continue to build York's network of external partners locally and internationally through cross-sector collaboration to enhance core activities of the University

#### Action/Strategy:

#### Measures/Metrics/Milestones:

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Identify/advance strategic partnerships to support UAP Priorities (i.e., plans to establish Vaughan healthcare precinct, MOU with Mackenzie Health, UN CIFAL Training Centre)

Enhanced EE/WIL opportunities, research collaborations, joint programming (link with 21st century learning objective)  
Progress on strategic opportunities including Vaughan Healthcare Precinct, CIFAL, etc)

**6. Living Well Together**

**Enhance Mino Bimaaddiziwin /The Good Life to strengthen our sense of inclusion and well-being**

**Action/Strategy:**

continue actions to support TRC through Indigenous Framework complete and advance actions of an ABR Framework amplify our purposeful efforts to foster dialogue, respect, kindness, empathy, and open-mindedness to diverse points of view by actively implementing the recommendations of the recently released Cromwell Report continue to support Glendon in delivering bilingual programming and services incorporate accessibility fully into our planning, keeping in mind the requirements under the Accessibility for Ontarians with Disabilities Act for all public and private institutions to be fully accessible by 2025

**Measures/Metrics/Milestones:**

Contribute to implementation of ABR Framework over the next 5 years  
Cromwell recommendations as outlined in the report are completed by 2024: Provost and team to lead clarification of meaning and boundaries of free speech  
New Glendon Principal onboarded and outreach and recovery plan in formation  
Ensure activities align with AODA requirements: VPS, Libraries, UAP activities, etc.

**Renew our Human Resources, virtual and physical environment with inspiring and humane natural and built spaces that facilitate our teaching and research activities**

**Action/Strategy:**

continue to implement faculty complement renewal plan including initiatives to diversify complement

**Measures/Metrics/Milestones:**

Continued strengthening of faculty complement and space planning to enable faculty success

completion of Vaughan Healthcare precinct feasibility study

2020-21: study complete and next steps defined

continue to advance approved capital projects including MCC, revitalized Harry Arthurs Common, Goldfarb Gallery, optimization of libraries as both physical and virtual spaces for scholarship, collaboration and community building

Operational readiness planning for MCC on schedule 2020-21 and 2021-22  
Vision for new Sci/Eng building clarified  
Faculties' capital planning supported

**Establish Culture of Service Excellence**

**Action/Strategy:**

January 2021

**Measures/Metrics/Milestones:**

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Launch first four work streams and advance clear strategy for improvement including timelines, implementation, benchmarks FGS service level agreements Complete SSRP over next 5 years

York community is fully aware of Service Excellence initiative, its benefits, and timelines for benefits to be realized  
 Critical milestones met for SSRP  
 SSRP on track, risks assessed and managed  
 Improved user satisfaction with services  
 More efficient and streamlined service delivery  
 Opportunities for staff to develop and advance Introduction of Staff Mobility Program and VEP (2020-21)

**Establish York University’s differentiated identity (brand) and enhance our reputation - Translating Bold Vision into Exciting Reality – responding to the UAP 2020-2025 UN SDGs Challenge**

**Action/Strategy:**

Establish, consolidate and profile York University’s distinct identity and vision as a progressive, inclusive University committed to driving positive change

**Measures/Metrics/Milestones:**

Maintaining York’s position (top 50 globally) in THE Impact rankings  
 Develop broader ranking improvement strategy and implement  
 UAP website launched and stories developed to project positive change contributions across the university

Lead/facilitate process to identify opportunities to take up the UAP 2020-2025 challenge to strengthen our impact on the UN SDGs

Opportunity/project(s) identified to actualize the UAP 2020-2025 UN SDG Challenge

Clearly articulated differentiated propositions for faculties and SCS

See microcredentials strategy

**Continue to consolidate Strategic Plan including sustainability plan for supporting short, medium and long-term priorities**

**Action/Strategy:**

Implement SHARP 2 in a transparent manner to better align resources with priorities

**Measures/Metrics/Milestones:**

SHARP2 implemented for 2022-2023 budget

Continue to diversify and maximize resources to support sustainability of University including refreshing and expanding Impact - The Campaign for York University

All Deans/Principal have clear advancement and alumni engagement goals

Continue to advance Lands for Learning and incorporate findings into York’s long-term plans

Lands for Learning aligned with university priorities

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Renew and monitor ERM including oversight on COVID-19/planning for early recovery and new normal (time needs here are significant and volatile)

New ERM in place functioning as an effective tool for managing risks for realizing objectives

COVID-19 being managed including defining new normal shaped by lessons learned from pandemic

## 7. Answering the Call

### Advancing York's leadership in the area of DEM – prevention, mitigation, preparedness and response

**Action/Strategy:**

Potential for a Centre of Excellence in DEM

**Measures/Metrics/Milestones:**

Centre of Excellence on DEM advanced integrating established CIFAL York with a budget, a temporary location on the Keele campus, a Director and a group of faculty champions.

Potential for a Living Lab on Climate Change

Establishing the UN CIFAL including training on Diversity and Inclusion; Health and Development; Disaster and Emergency Management; Entrepreneurship and Economic Development and Advancing the UN's Sustainable Development Goals

Centre of Excellence on DEM advanced integrating established CIFAL York with a budget, a temporary location on the Keele campus, a Director and a group of faculty champions.

### Enhancing our impact on addressing inequality

**Action/Strategy:**

Advance Diversification initiatives in relation to faculty hiring

**Measures/Metrics/Milestones:**

Collect meaningful and accurate disaggregated data to support effective affirmative action hiring and growth in all Federal Employment Equity categories, and with a view to addressing particular gaps in representation within these categories, at the University level and within each Faculty.

Encourage a range of advertising and recruiting methods to ensure more excellent candidates from equity seeking groups are considering York.

Facilitate the sharing of experience and best practices used to help generate applications and interest from members of equity seeking groups.

Track our progress toward achieving the federal government's 10-year goals established in July 2019 for the Canada Research Chairs program (the goals can be viewed here: [http://www.chairs-chaire.gc.ca/program-programme/equity-equite/2019\\_addendum-eng.aspx](http://www.chairs-chaire.gc.ca/program-programme/equity-equite/2019_addendum-eng.aspx)).

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## 1. 21st Century Learning

### Reinvent our programs to address emerging issues and labour market needs.

**Action/Strategy:**

1. Work with faculties and programs through YUQAP to support program review and renewal. 2. Support faculties in program innovation and curriculum development. 3. Support faculties to critically evaluate programs through analysis of market demand, appropriate learning outcomes, new models for delivery etc. 4. Review general education models and structures. 5. Support development and approval of programs for MCC. 6. Work with AVP, T&L on framework for pan-University courses.

**Measures/Metrics/Milestones:**

1. Identified programs scheduled for CPRs completed and FAR followed up on.
2. Modifications made to existing programs and new programs developed and launched.
3. Changes to general education implemented as appropriate
4. New Masters programs developed and approved.
5. MCC programs developed and approved.
6. Framework developed and launched for pan-University courses.

### Make York a more attractive destination for all potential students, including Indigenous students and equity seeking groups.

**Action/Strategy:**

1. Work with VPS to continue to explore and support access initiatives around recruitment and retention, including those supported at TD-CEC, Division of Students and selected Faculties through special envelope funding grants and other government funding. 2. Strengthen strategic initiatives for outreach and transition for transfer, mature, BIPOC, immigrant and refugee and local resident community members

**Measures/Metrics/Milestones:**

1. Identified access initiatives funded through grants ( e.g. OPAIP, CTIG, Bridge Training) in place and successes defined, articulated and indicated through data metrics.
2. TD- CEC IRP initiatives align with Vice Provost Academic Office initiatives, with impacts for local community observed.
3. Identified initiatives designed for under-represented and academically at-risk populations

### Encourage students to become lifelong learners

**Action/Strategy:**

1. Support development of life-long learning strategy.

**Measures/Metrics/Milestones:**

1. Consultations completed on Lifelong Learning Strategy

### Enhance and update teaching and professional development supports for all instructors.

**Action/Strategy:**

**Measures/Metrics/Milestones:**



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1. Enhance work of Academic Integrity CoP to broaden instructor engagement with issues of Academic Honesty . 2. Work with AVP – T&L, ASCP and others on initiatives on Academic Honesty including educational resources and institutional reputation 3. Support initiatives for Experiential Education and for 21st Century Skill development

1. CoP on Academic Integrity meeting regularly.  
2. New structures and resources developed to support instructors in developing the academically honest student and to protect institutional reputation.  
3. Structure and resources supporting instructors in efforts for inclusion of Experiential Education and 21st Century Skills in courses and programs.

## Decolonizing curriculum and ensuring our graduates are known for their global mindset.

### Action/Strategy:

1. Contribute to development of University Equity Plan with a focus on the role of curriculum in this.

### Measures/Metrics/Milestones:

1. University Equity Plan written and launched.

## Build essential 21st century skills into our programs

### Action/Strategy:

1. Support Development of sequenced inventory of 21st century Skills in QAP 2. Support Curriculum development embedding 21st Century Skills

### Measures/Metrics/Milestones:

1. Sequenced inventory of 21st century Skills included in QAP for those programs under review in current year  
2. Curriculum CoP meeting regularly and addressing 21st Century Skills

## Providing every student with an experiential learning opportunity

### Action/Strategy:

1. Support enhanced opportunities and relevance of Experiential Education integrated in program learning outcomes renewal

### Measures/Metrics/Milestones:

1. PLO Renewals for current programs undergoing CPR integrate enhanced opportunities for relevant Experiential Education

## 2. Knowledge for the Future

## Increasing the research participation of faculty and trainees at all levels across the institution.

### Action/Strategy:

1. Work with Provost on Faculty Complement Renewal Strategy. 2. Strengthen tools, training, and support for faculty recruitment processes to promote ambition and inclusive excellence in hiring. 3. Support faculty hiring plan and recruitment for MCC. 4. Develop and introduce Provost Fellows Program.

### Measures/Metrics/Milestones:

1. Faculty Complement Renewal Strategy confirmed and launched.  
2. Revisions to recruitment process made and active.  
3. Faculty successfully recruited to MCC.  
4. Provost Fellows Program developed and launched.

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## Broadening and deepening our external partnerships and engagement

### Action/Strategy:

1. Strengthen and expand external partnerships and engagement in collaboration with Alumni, President's Office, Research and innovation (KMU),

### Measures/Metrics/Milestones:

1. Partnerships and engagement initiatives developed in collaboration with Alumni and President's Offices, Research & Innovation through Community Engagement CoP

## 3. From Access to Success

### Enhanced opportunities for learning about Indigenous worldviews and the history of Canada vis-à-vis Indigenous peoples.

### Action/Strategy:

1. Support Faculty initiatives through Indigeneity Teaching & Learning fund. 2. Participate with Indigenous Council as appropriate to strengthen Indigeneity at York.

### Measures/Metrics/Milestones:

1. Faculty Initiatives through Indigeneity T&L funded and launched.  
2. Active participation and representation in Indigenous Council

### Achievement of our Faculty Complement Renewal Strategy

### Action/Strategy:

1. Work with Provost to finalize and implement Faculty Complement Renewal Strategy. 2. Support more hires of BIPOC faculty.

### Measures/Metrics/Milestones:

1. Faculty Complement Renewal Strategy confirmed and launched.  
2. Increased number of hires of BIPOC self-identified faculty.

### Reliable access to excellent academic and career advising.

### Action/Strategy:

1. Work with VPS to support excellence in advising initiatives. 2. Support excellence in differentiated advising for non-traditional students through TD-CEC and Division of Students programs

### Measures/Metrics/Milestones:

1. Plans developed and implemented and special envelope funding sources applied where viable and feasible (e.g. Ready, Set, YU!, Adult Learning Centre Outreach)  
2. Identified enhancements to advising as part of programs aimed at non-traditional students identified and implemented.

### Use of data analytics to enable proactive, early interventions for students.

### Action/Strategy:

### Measures/Metrics/Milestones:

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1. Support use of data analytics to inform all initiatives involving interventions for students which enhance access, transition, retention, transfer and mobility

1. OIPA and Division of Students supported in data gathering and analysis activities.  
2. Projects supported in research and KM have access to quality data measures and analytics, ( e.g. ONCAT, OPAIP and CTIG funded projects)

## 4. Advancing Global Engagement

**Track our progress on improving outcomes for all of our students and especially those from underrepresented groups**

**Action/Strategy:**

Partner with OIPA and Student Success to develop data analytics models for tracking outcomes for underrepresented and other equity-seeking groups.

**Measures/Metrics/Milestones:**

Data analytics models developed for tracking outcomes for underrepresented and other equity-seeking groups.

**Research attracting international scholars and support international collaborative research.**

**Action/Strategy:**

Support Faculties and hiring committees to pursue candidates of international calibre and reputation.

**Measures/Metrics/Milestones:**

1. New processes and supports for hiring developed and implemented.  
2. High calibre candidates successfully hired.

**Communicate more actively, cultivating new partnerships, and fostering alumni connectivity**

**Action/Strategy:**

1. Co-chair Carnegie Community Engagement Advisory Committee and finalise pilot classification application. 2. Partner with Alumni Office to strengthen connectivity between alumni and current students

**Measures/Metrics/Milestones:**

1. Outcome determined of Carnegie application and next steps planned.  
2. Connectivity between Alumni Office and Vice Provost Academic Office enhanced.

## 5. Working in Partnership

**An integrated, interdisciplinary health precinct that will serve the needs of a growing region, while creating synergies for health-related research, teaching, and innovation**

**Action/Strategy:**

Participate in conversations and discussions regarding potential curriculum and program offerings for interdisciplinary health initiatives.

**Measures/Metrics/Milestones:**

Planning for programs moving forward.

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## Strengthen the Indigenous presence on campus

### Action/Strategy:

1. Continue to support implementation of Indigenous framework 2. Work with Indigenous Council on academic initiatives and programming

### Measures/Metrics/Milestones:

1. Increased attention to Indigeneity in courses and programs.  
2. More Indigenous faculty hired.  
3. More Indigenous academic initiatives supported.

## Implementation of York University's social procurement policy, as part of broad commitment to being an anchor institution for the region

### Action/Strategy:

1. Champion and Coordinate Anchor York U Initiatives 2. Participate in Anchor York U committees for social procurement and employment.

### Measures/Metrics/Milestones:

1. Implementation of social procurement process is supported.  
2. Social Procurement and Employment committees meet regularly and developing framework

## 6. Living Well Together

### Commitment to open, transparent collegial governance.

### Action/Strategy:

Support launch of Academic Leaders forum.

### Measures/Metrics/Milestones:

Forum structure developed and forum launched.

### Renew our physical environment with inspiring and humane natural and built spaces.

### Action/Strategy:

Support academic division space planning.

### Measures/Metrics/Milestones:

Higher quality space to support academic programs and student success.

### Embrace a culture of service excellence.

### Action/Strategy:

### Measures/Metrics/Milestones:

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Serve as Member of Service Excellence Steering Committee. Support Provost in implementation of SHARP 2.

Outcomes of service excellence program achieved across identified workstreams. SHARP 2 implemented successfully.

## 7. Answering the Call

**Engage critically with the SDGs and to take meaningful steps, both small and large, toward a more just and sustainable future.**

**Action/Strategy:**

Identify core principles of appropriately aligned SDGs in departmental initiatives, actions and metrics

**Measures/Metrics/Milestones:**

SDG principles considered, discussed and addressed within planning and implementation phases of all initiatives.